

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF AIR QUALITY FY 2005 GOALS

I. DAQ STRATEGIC GOAL

PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

Measures:

- a. National Ambient Air Quality Standards are attained and maintained.^{CPM A1 P2}
- b. National Emission Standards for Hazardous Air Pollutants are attained and maintained.
^{CPM A2}
- c. PSD Increments are protected.
- d. State Implementation Plans (SIPs) are developed to attain and maintain air quality.
- e. Regulated community compliance status improves.
- f. Monitoring network collects appropriate and valid data.^{CPM A7}
- g. Appropriate emission inventories are completed and trends developed.^{CPM A1}
- h. Appropriate permits are issued in accordance with the Clean Air Act and State law requirements.

DIVISION ANNUAL GOALS

1. Appropriate SIPs are developed and implemented in all areas of the state.^{CPM A4 A6}

Measures:

- a. State develops all State Implementation Plan revisions required to meet federal law and submits them to EPA for their review and approval according to the established timeframe.
2. Existing SIPs are implemented. ^{CPM A7}

Measures:

- a. All measures contained in the SIP approved by the Air Quality Board are fully implemented.
3. Air Quality issues in areas of the State outside the Wasatch Front are addressed as appropriate.

Measures:

- a. The Cache County stakeholders are assisted to assess the air quality in the Cache Valley.
- b. Washington County stakeholders are assisted to assess the air quality in St. George in Washington County.
4. Appropriate Inventories are developed and improved. ^{CPM A1 A5}

Measures:

- a. The Title V inventory is prepared by August 15.
- b. A HAP inventory is prepared by August 15.
- c. Non-HAP/non-Criteria/non-MACT regulated pollutants are inventoried as required by federal rules.
- d. The inventories required for the Maintenance Plans and SIPs are developed as required and appropriate technical support for each is submitted to EPA for their review with the applicable plan.
5. PSD increment tracking continues to meet federal requirements.

Measures:

- a. Increment consumption for Major Sources is tracked as permits are issued.

6. Maintain an adequate ambient air quality monitoring program according to 40 CFR Part 58 to assess public exposure to air pollutants and to determine attainment status. ^{CPM A3 A4}

Measures:

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
- b. PM2.5 monitoring network is maintained and operated.
- c. Monitoring data are submitted to EPA 90 days after each quarter.
- d. Locations for new monitoring sites are based on current emission inventories, air quality modeling and EPA regulation.
- e. Work with EPA to assess the impacts of the proposed changes to 40 CFR 58, and begin planning for the implementation of those changes (National Monitoring Strategy/Network Monitoring Network).
- f. Operate and maintain the National Air Toxics Trends site in Bountiful, including addition of a chrome-6 sampler, in accordance with NATTS QAPP with appropriate updates.

7. Pro-active pollution reduction measures are reviewed and implemented as appropriate. ^{CPM A2}

Measures:

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.

8. Maintain and assist the compliance status of air pollution sources in the State.

Measures:

- a. By November 15, prepare and submit the compliance monitoring strategy to EPA for review and approval by December 15. The provisions of EPA's April 25, 2001 Clean Air Act Stationary Source Compliance Monitoring Strategy will be incorporated into the State's strategy.
- b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed. ^{ASB}
- c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented. ^{CPM A7}

- d. The work program for the State Lead Program Development Grant is implemented, and a program that meets State needs is developed in conjunction with other affected agencies.^{LD}
- 9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

Measures:

- a. An Operating Permits Program is continued as described in program approval from EPA.
- b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.
- 10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

Measures:

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
- b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in class I and class II areas.
- c. Hazardous air pollutants (HAP) and other non-criteria regulated pollutant emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
- d. Follow through on any issues identified in EPA program evaluations in FY05 for NSR and Title V.
- e. Either input BACT/LAER determinations into the RACT/BACT/LAER Clearinghouse or provide the information to EPA so they can enter the data into it.
- 11. Continue issuing pollution control facility certifications for sales tax exemption.

Measure:

- a. Pollution control facility certifications are issued within 120 days from the application date.
- 12. Quality Assurance programs are reviewed for effectiveness.

Measures:

- a. Statistical quality standards are met for the collection of ambient air data and emissions inventories prepared by the State.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

II. DAQ STRATEGIC GOAL**INVOLVE OTHERS IN THE PROCESS**

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

Measures:

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.
- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

DIVISION ANNUAL GOALS

1. The web site is enhanced to increase the availability for public usage.

Measures:

- a. Progress is made to develop provisions for external customers to comment on proposed rules, submit inventory data, and submit NOIs and emissions inventories via the web, as well as providing clear and accurate information via the web.
- b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc.

2. Involve affected entities in the rule making, SIP development, and permitting process.

Measures:

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
 - b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.
 - c. SIP Stakeholder workgroups are supported during development of revisions to the SIP and development of the various Maintenance Plans.
3. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.^{SBA}

Measures:

- a. Educational Assistance is provided to all small businesses affected by adopted NSPS and MACT standards.
 - b. As appropriate, the Small Business Advisory Panel's role is modified to increase the effectiveness of the SBAP.
 - c. Voluntary on-site assistance is provided.
 - d. The small business work plan for the Small Business Advisory Panel is modified as appropriate to better meet assistance needs.
 - e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.
4. DAQ internal communications will be improved.

Measures:

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
5. Provide technical support and application development of Geographic Information Systems (GIS) technology.

Measures:

- a. Support modeling efforts with GIS applications developed, for spatial allocation of emissions data, meteorological data and other model inputs.
- b. Explore additional GIS applications in air quality management, as appropriate.

III. DAQ STRATEGIC GOAL

PARTNER WITH OTHER GOVERNMENT AGENCIES

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

Measures:

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. Partnership satisfaction and feedback are measured.
- c. Appropriate areas of responsibility are defined for DAQ and local agencies.
- d. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.
- e. The State and EPA work together to meet air quality goals in Utah.

DIVISION ANNUAL GOALS

1. Continue to implement R307-204, Smoke Management, the Utah Smoke Management Plan (SMP), and MOU to mitigate smoke impacts from managed natural fires and prescribed fire on visibility, public nuisance, and the health-based NAAQS.

Measures:

- a. Coordinate with partner agencies to maintain the Smoke Program Coordinator to make necessary burn approval or denial decisions.
2. Participate as appropriate in activities of other partner agencies.

Measures:

- a. The State and EPA work together to understand the causes of elevated levels of PM_{2.5} in the Cache Valley, and work with stakeholders from Cache County, USU, Franklin County, and Idaho State to conduct appropriate studies and collect and analyze appropriate data.
 - b. DAQ staff are involved in planning activities of the MPOs, UDOT and UTA.
 - c. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the Division.
 - d. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
 - e. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

Measures:

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
 - b. Provide technical assistance to LHD I/M program staff.
4. The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

Measures:

- a. Accurate information provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.
- b. Mobile source emission education & training provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.
- c. Working with DEQ staff, partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.

5. Work with EPA to complete federal actions on backlog of State submittals.

Measure:

- a. Appropriate assistance is provided EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

IV. DAQ STRATEGIC GOAL

MAINTAIN DELEGATION OF FEDERAL PROGRAMS

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

Measures:

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly and changes are made to ensure continued authority, applicability and enforceability.

DIVISION ANNUAL GOALS

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs and RACT.

Measure:

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
 - b. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
 - c. Rules implementing specific source RACT are developed and implemented as appropriate.
2. Continue to submit data to EPA as required by EPA.^{CPM A7}

Measures:

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.
- c. The database is monitored on an ongoing basis for accuracy and completeness.
- d. Data summary reports are printed for regulatory and public use as appropriate.

V. DAQ STRATEGIC GOAL

INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

Measures:

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

DIVISION ANNUAL GOALS

- 1. Active participation in appropriate Utah, regional, and national policy-making organizations.

Measures:

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, STAPPA and AWMA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.

VI. DAQ STRATEGIC GOAL

INCREASE PUBLIC AWARENESS

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

Measures:

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

DIVISION ANNUAL GOALS

1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

Measures:

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
- b. The Choose-Clean-Air campaign is continued.
- c. No-drive-days and no-burn-days are continued.
- d. Information regarding alternate commute options is provided to appropriate agencies.

2. Respond to questions from the public regarding air quality issues.

Measure:

- a. Respond to questions from the public regarding air quality issues in a timely manner.

3. Conduct community outreach and analysis concerning air toxics issues as determined appropriate by the division and considering available resources and report results to EPA.

Measure:

- a. Work completed based on need and resources.

- b. Accomplishments will be reported to EPA in the annual year-end report.

EPA's Portion of the PPA

Division of Air Quality

1. EPA Region VIII will work with UDAQ as necessary and appropriate when reviewing SIP submittals to clarify issues and communicate actions that may affect Utah.
2. EPA Region VIII will participate in UDAQ Board Meetings when specific issues regarding the partnership between EPA Region VIII and UDAQ are part of the agenda and travel funds permit.

Planning Branch

1. EPA Region VIII will work with EPA HQ when appropriate to help elevate issues to the national level that are uniquely western issues.
2. EPA Region VIII will work with other affected EPA offices when appropriate to consider various approaches to addressing specific issues that impact Utah.
3. EPA Region VIII gives timely attention to any intermediate work products that are developed in the SIP process so as to provide UDAQ its feedback during project development rather than at the end.
4. EPA makes every effort to determine completeness and to take final action on regulatory actions submitted by Utah in accordance with statutory time frames considering existing resources.
5. EPA Region VIII and UDAQ will work together to prioritize existing SIP submittals and on identifying upcoming SIP revisions. EPA Region VIII will keep UDAQ informed on the status of actions.

Permitting Branch

1. EPA will provide review and comments as appropriate for the ITAs within the 30 day public comment period.

Compliance and Enforcement Activities

1. EPA Region VIII, Office of Enforcement, Compliance and Environmental Justice and Utah Division of Air Quality will work to keep each other informed of important and potentially controversial activities involving regulated sources in Utah, including activities involving national and regional initiatives. EPA continues to implement PSD/NSR, Coal Fired Power Plant, and Refinery initiatives nationally and is working to develop an Oil and Gas initiative regionally.

DIVISION OF DRINKING WATER

FY 2005 GOALS

MISSION STATEMENT:

To protect the public against waterborne health risks through education, assistance, and oversight

ENVIRONMENT

DEQ STRATEGIC GOAL

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, clean-ups, emissions reductions, public education and cost effectiveness of controls.

Measures

- a. Necessary statutes, rules, and guidelines exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures

- a. Evaluate the results of DEQ participation in targeted state, regional and national policy and regulatory discussions. Identify objectives of participation and achievement of objects.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DDW STRATEGIC GOAL

To maintain superior drinking water quality and meet the current and future water demand through ensuring adequate facilities, source protection, Safe Drinking Water Act (SDWA) implementation, timely assistance, and incorporate Utah needs into national policy. Our ultimate goal is to have zero Not Approved public water systems.

Measures

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.

- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.
- e. Number of percentage of community water systems (and population served) with one or more violations of health-based requirements during the year, reported separately for violations of the SWTR, TCR, Nitrate, Lead and Copper Rule, and all other regulated contaminants.
- f. Percent of community and non-transient, non-community water systems (and population served with lead levels in drinking water exceeding the action level in the Lead and Copper regulation.
- g. Number of unfiltered systems not in compliance with SWTR requirements and population served.

DDW Annual Goals

1. Complete, maintain and enhance the SDWIS database.

Measures

- a. Deploy SDWIS state to all DDW desktops, District Engineers, and Local Health Departments by January 31, 2005.
- b. Retire DMAC by March 31, 2005
- c. Have SDWIS online (map version similar to Oklahoma's) running by June 30, 2005.

2. Educate Division of Water Resources of the public health implication concerning secondary irrigation systems and culinary water systems. Allow for DDW cursory review of secondary irrigation project plans and specs and to work with secondary irrigation companies to ensure cross connections are removed and eliminated. Also, try to find a feasible way of informing private well owners in rural areas that are also connected to a culinary water system of the dangers of improper cross connections.

Measures

- a. Have Drinking Water Board Chair and Water Resources Chair set up meeting with associated staff to discuss the issues by August 31, 2004.

- b. Provide cross connection class at the Water Users Conference in March 2005.
- c. Work with local water masters to try and educate individual well owners and small PWSs of the cross connection danger.

3. Form two Quality Action Teams to implement improvements with Sanitary Surveys.

Measures

- a. By July 1, 2004, establish a QAT with representation from the Compliance and Engineering Sections to fine-tune the Sanitary Survey PDA questions.
- b. Complete the list of questions by August 15, 2004.
- c. By August 31, 2004 establish a QAT to develop training using PDA and "need to know" information.
- d. Complete training for all tasked with performing surveys by December 31, 2004.

4. Participate in efforts to help educate legislative water task force to help craft sound water policies for the future of Utah. Revise the SRF rules to: require conservation and management plans conforming to HB 71; include the latest sanitary survey recommendations/requirements as part of the project; and implement the security recommendations adopted by the DWB by resolution.

Measures

- a. Prepare proposed revisions to Rules R309-700 & 705 to require water conservation and management plans of all loan recipients conforming to HB 71, 2004 Legislature by September 15, 2004 and include them on the agenda for the October 8, 2004 Board meeting.
- b. Prepare proposed revisions to Rules R309-700 & 705 requiring that all applicable recommendations of the most recent sanitary survey be included as part of the proposed project by September 15, 2004 and include them on the agenda for the October 8, 2004 Board meeting.
- c. Prepare proposed revisions to Rules R309-700 & 705 requiring that reasonable security measures be implemented as part of the proposed project by September 15, 2004 and include them on the agenda for the October 8, 2004 Board meeting.

5. Develop and adopt revisions to Utah's UV Disinfection rule, R309-520-14

Measures

- a. Track development of EPA's UV Guidance Manual from the Long Term 2 Enhanced Surface Water Treatment Rule. Compare the UV Guidance Manual with the current Utah Rule and the current 10-State Standards. Target completion date: December 31, 2004.
- d. Outline specific requirements for a Utah Rule and what requirements can be referenced from the UV Guidance Manual. Target completion date: March 31, 2005.
- e. Write a new UV Disinfection Rule for Utah, including presentation of the draft rule to the Drinking Water Board, comment period, revision, and final rule promulgation. Target completion date: June 30, 2005.

6. Improve source protection compliance.

Measures

Surface Water Source Protection Plans Not Submitted - As of April 2004, 84 percent of all sources designated as "surface water" are in compliance with the surface water source protection rule (R309-605). Our goal is to reduce the number of public water systems (PWSs) out of compliance by at least half, which would improve the compliance number to 92 % of all surface water sources. Target date: April 30, 2005.

Ground Water Source Protection Plans Not Submitted - As of April 2004, there are 22 sources in use that are owned by 20 PWSs that have not submitted source protection plans. Our goal is to reduce the number of sources out of compliance by 6 (25%). Target date: April 30, 2005.

Disapproved Ground Water Source Protection Plans - As of April 2004, there are 34 sources in use that are owned by 21 PWSs that have disapproved source protection plans. Our goal is to reduce the number of sources out of compliance by 9 (25%). Target date: April 30, 2005.

Ground Water PERs Not Upgraded - As of April 2004, there are 38 sources in use that are owned by 36 PWSs that have not upgraded their PERs to source protection plans. Our goal is to reduce the number of sources out of compliance by 19 (50%). Target date: April 30, 2005.

Ground Water PERs Disapproved - As of April 2004, there are 5 sources in use that are owned by 5 PWSs that have disapproved PERs. These sources are unapproved and should not be in use by these systems. Our goal is to reduce the number of sources out of compliance by 3 (60%). Target date: April 30, 2005.

PWSs That Have Not Completed Public Notification - As of April 2004, there are 32 PWSs that have not completed the public notification requirement.

Our goal is to reduce the number of PWSs out of compliance by 24 (75%).
Target date: April 30, 2005.

Updated Ground Water Source Protection Plans Not Submitted - As of April 2004, there are 25 PWSs that serve populations greater than 3,300 that have not submitted the updated source protection plans for their wells. Our goal is to reduce the number of PWSs out of compliance by 15 (60%). Target date: April 30, 2005

Tasks:

- a. Contact all water systems not yet in compliance with the surface and ground water source protection rules. By: July 30, 2004
- b. Assist any systems that need help to comply. This may include site or office visits, additional GIS work beyond what has already been done for the PWSs, or phone consultations. By: October 30, 2004
- c. Evaluate progress toward the above stated goals. Contact any PWSs that are still not in compliance and offer appropriate assistance. By: October 30, 2004
- d. Revisit each goal, evaluate success, and apply same process to any remaining systems that are not in compliance. By: December 31, 2004

7. Achieve 100% compliance with the operator certification rule for all the Community and Non-transient Non-Community water systems.

Measures

- a. By July 1, 2004, identify the systems that have not complied with the rule.
- b. By July 8, 2004 submit the list to Rural Water along with a request that they follow-up with the systems and encourage them to come into compliance and invite them to operator training classes.
- c. By July 31, 2004 send a letter to the non-complying systems advising them of their non-compliance and advise them of their obligations and opportunities.
- d. Reevaluate the success of our efforts after the September 2004 Rural Water Conference Exam and follow steps a, b & c using the dates of October 1, October 8, and October 31, 2004 respectively.
- e. Reevaluate the success of our efforts after the November 2004 Statewide exam and follow steps a, b & c using the dates of December 1, December 8, and December 31, 2004 respectively.
- f. Reevaluate the success of our efforts after the February 2005 Rural Water Conference Exam and follow steps a, b & c using the dates of March 1, March 8, and March 31, 2005 respectively.

- g. Reevaluate the success of our efforts after the April 2005 Statewide exam and follow steps a, b & c using the dates of May 1, May 8, and May 31, 2004 respectively.

CUSTOMER SERVICE

DEQ STRATEGIC GOAL

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- Make timely decisions.
- Improve coordination with internal and external customers.
- Provide effective communication, timely and accurate information, and clear direction to customers.
- Encourage public involvement and informed decision making.
- Involve customers in the rule making process.
- Work with customers to solve problems.

Measures

- a. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs, and provides appropriate environmental protection.
- b. Customer service feedback.
- c. Customer input and feedback during informal and formal stages of rule making.

DDW STRATEGIC GOAL

Maintain an atmosphere of trust between the Division and the Division's customers through timely, accurate and courteous exchanges of information.

Measures

- a. Customer feedback to Department and Division.
- b. Meet established review or response periods.

DDW Annual Goals

None. See core activities.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah Issues and DEQ concerns are reflected in state, regional and national environmental policies.

DDW STRATEGIC GOAL

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

DDW Annual Goals

8. Update the Improvement Priority System Rule and develop a tracking system for enforcement that can be incorporated into the CAP meeting process.

Measures

- a. By July 1, 2004 establish a QAT with representation from the Compliance and Engineering Sections to identify issues such as: UDI, CCR, SWTR, DBP and engineering construction standards that are not currently covered in the IPS rule. Then proceed to develop relative point values and appropriate rule language for each issue identified.
- b. Prepare proposed changes to the IPS rule by September 30, 2004.
- c. Have the proposed changes reviewed by a select group of water utility representatives by October 31, 2004.
- d. Proceed with rule making and public comment period as directed by the Drinking Water Board at its November or December 2004 meeting.
- e. Introduce a tracking system at the August 2004 CAP meeting.

- f. Implement the tracking system with the November 2004 CAP meeting.

9. Develop public service announcements regarding cross connection control and backflow prevention.

Measures

- a. Define the message that needs to be conveyed to the public by July 31, 2004.
- b. Investigate the delivery methods for getting the message out and obtain costs associated with each discovered method by December 31, 2004.
- c. Present findings to the management team by December 31, 2004.
- d. If authorized, proceed with production and distribution of public service announcement materials by June 30, 2005.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DEQ STRATEGIC GOAL

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.
- Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.

DDW STRATEGIC GOAL

Administer program and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

DDW Annual Goals

10. Meet with LHDs during the year.

Measures

- a. Meet with at least four LHDs, one on one setting, during the year.
- b. Attend at least two CLEHA meetings during the year.
- c. Attend at least two LHO meetings during the year.

Employees

DEQ STRATEGIC GOAL

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- Employee participation in achieving strategic and annual goals is essential.
- Teamwork and problem solving are essential.
- Employees are recognized for their quality work.
- Provide opportunities for training and professional development.
- DEQ actively promotes wellness.
- Employees will perceive DEQ as a desirable place to work.

- DEQ is effective in recruiting and retaining quality employees.

Measures

- Employees' feedback and wellness survey.
- Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- Employee recognition programs are in place, utilized and meet employee and management needs.
- DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

DDW STRATEGIC GOAL

The success of the employees determines the success of the DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

Measures

- Employee's assessment of job assignments.
- Employee's assessment of program direction.
- Implement and maintain successful Quality Recognition Program.

DDW Annual Goals

11. Implement an electronic document management system

Measures

- Implement the no cost recommendations regarding electronic file structuring and other things that we can do on our own without participation or involvement of the Department by August 30, 2004
- Participate in the DEQ EIMI Committee and encourage this committee to move toward a Department solution or system by June 30, 2005
- Implement, in DDW, whatever system or solution the EIMI committee determines is best for the Department (assuming this solution makes sense and works for us.) by June 30, 2005

12. Set quarterly goals for managers to use the DEQ recognition policy to its fullest to reward DDW employees for excellent work.

Measure

- a. Set goals by July 15, 2004.
- b. Measure success quarterly at October 1, January 1, and April 1.

13. Increase the professionalism and productivity of DDW's staff through training opportunities.

Measures

- a. By July 15, 2004 division management (or the Division Quality Council, if created) shall draw up a list of potential training opportunities for the staff. Training opportunities will include in-house training (by DDW or DEQ staff), or training provided by external entities. All training opportunities will be open to the entire division (i.e. not just confined to a specific section). Suggested topics include: GIS/ArcView/ArcExplorer; AutoCAD; WaterCad; "Working with Others"; Safety training; First Aid/CPR; Microsoft Office Suite; Microsoft Access; SDWIS; Emerging technology training; Jar tests; Training from equipment vendors.
- b. By June 30, 2005 the Division will have sponsored 12 training opportunities at the approximate rate of one per month

Enhance Policy Maker's (Legislature, Other Elected Officials, and Boards) Understanding of Environmental Issues

DEQ STRATEGIC GOAL

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures

- a. Legislators, other elected officials, and Board members are apprised of important environmental policy issues.
- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DEQ in development and implementation of environmental policy issues.
- d. Policy makers' trust in DEQ is developed and enhanced.

DDW Annual Goals

14. Complete a Division Annual Report.

Measures

- a. Complete calendar year 2004 report by April 15, 2005.

15. Working with the other state agencies requiring water conservation and management plans establish a list of drinking water systems that have adopted a water management and conservation plan, update it as necessary and prepare an outline of the issues that should be included in such a plan.

Measures

- a. Obtain from Water Resources, Community Development, and Water Resources a list of those drinking water systems that have adopted a water management and conservation plan by July 31, 2004.
- b. Prepare an outline of issues that should be included in a water management and conservation plan starting with Water Resource's outline, allow each state agency to review it and publish it for use by interested parties including the Drinking Water by February 28, 2005.
- c. Periodically, update the water management and conservation plan list by contacting each participating agency for any additions, add to the list as necessary and send the updated list to each by May 31, 2005.

16. Enhance information presentation to the Drinking Water Board.

Measures

- a. Survey Board asking for feedback on how to improve written and oral communications by August 31, 2004.
- b. Conduct Board work meeting(s) to address policy issues by December 31, 2004.

Division of Environmental Response and Remediation

**(CERCLA AND UST ANNUAL GOALS)
(STATE FISCAL YEAR 2005)**

**(DERR Legislative and Budget Priorities – Page 1)
(CERCLA GOALS – Pages 2 - 11)
(UST GOALS – Pages 12 - 15)**

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION LEGISLATIVE AND BUDGET PRIORITIES STATE FISCAL YEAR 2005

1. **PST Fund:** Budget priority with potential legislative implications. The balance of the PST Fund continues to decrease. We would like to provide a presentation about the status of the fund and propose some potential solutions to ensure that the fund remains solvent.
2. **HSMF:** Base on our projections, the HSMF is not sufficient to meet our 10% cost share and Operation and Maintenance obligations under CERCLA. We would also like to provide a presentation about the status of this fund and expense projections for the next few years.
3. **Brownfields Legislation:** Parsons, Behle and Latimer (Hal Pos) may pursue Brownfields legislation in the next session of the legislature. We need to coordinate with them to ensure that we are involved in the development of the legislation.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION

ANNUAL GOALS

STATE FISCAL YEAR 2005

CERCLA BRANCH

I. UTAH SUPERFUND PROGRAM

1. Perform Site Assessment Work.

Measures:

- a. Conduct Site Assessment work in compliance with EPA guidance and regulations and complete the work according to the schedule in the Utah/EPA Cooperative Agreement.
- b. Evaluate the Site Discovery Program and report progress to EPA quarterly.
- c. Assess the status of Site Assessment Projects quarterly to ensure the quality and efficiency of the work performed by the Branch is optimal.
- d. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
- e. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
- f. Review and comment on EPA lead site assessment projects.
- g. Address backlog of PA/SI sites; follow up with EPA on need for a quicker response regarding decision sheets for PA/SI submittals.

2. Manage Federal Superfund Projects in Utah.

Measures:

- a. Complete activities for Federal projects within the time frames negotiated with EPA and in accordance with applicable regulations and guidance.
- b. Utilize the Project Planning Template at appropriate times, in consultation with EPA, to establish and define agency roles and responsibilities.
- c. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanisms) to perform the required duties.
- d. Monitor spending to ensure that funds are expended in compliance with applicable agreements and contracts.
- e. Inform the public of ongoing site activities and conduct the required Superfund public participation activities.

3. Manage Federal Facility Projects in Utah.

Measures:

- a. Complete activities as required by the Federal Facility Agreements (FFA), and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, DSMOA, PRP funding agreements or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Inform the public of ongoing site activities and participate in the required community involvement activities
- e. Evaluate non-DOD/DOE federal facilities, determine the proper state role in these projects, and provide input as appropriate.
- f. Evaluate Formerly Used Defense Sites (FUDS) in Utah, coordinate with DSHW, and partner with the Army Corps of Engineers to cleanup and close out FUDS in Utah as resources and funding allow.

4. Partner with EPA for Brownfields Development in Utah.

Measures:

- a. Assist interested local governments with Brownfields proposal applications for pilot funding.
- b. Provide assessment services for Brownfields projects.
- c. Provide a State Brownfields coordinator for all Brownfields projects.
- d. Coordinate Brownfields activities with appropriate EPA personnel.
- e. Promote Brownfields opportunities through community outreach.
- f. Develop the State Brownfields program as allowed by funding and legislation.
- g. Monitor the status of new federal Brownfields guidance and modify the state program as appropriate.
- h. Create and implement a "Marketing and Outreach Plan" for state Brownfields activities in order to raise awareness of DERR services and resources available relative to Brownfields properties.

5. Perform Operation and Maintenance and Encourage Redevelopment of Sites Where Remedies are Complete.

Measures:

- a. Monitor sites in the O&M Program in accordance with the approved O&M Plans and applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanism) to perform the required duties.

- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
 - d. Reevaluate and revise as necessary, a comprehensive plan to ensure activities associated with all sites are properly monitored on a regular frequency.
 - e. Encourage and facilitate redevelopment of remediated sites.
- 6. Ensure that the Branch has the equipment necessary to perform Superfund activities and that it is regularly serviced.

Measures:

- a. Continue to implement the equipment security program in order to preserve state assets, and make revisions and modifications as necessary.
- b. Continually monitor supplies and restock when necessary.
- c. Conduct an inventory and inspection of equipment during the fourth quarter of the State fiscal year and ensure that equipment is operational.

II. STATE RESPONSE PROGRAM

- 1. Monitor Cooperative Agreement funding under Section 128 of the Small Business Liability Relief and Brownfields Revitalization Act to enhance the State Response Program.

Measures:

- a. Ensure continued funding through annual evaluation of program, revision of scope of work and application for new funding as needed in order to operate the State Response Program.
 - b. Receipt of cooperative agreement funding to continue program management and development.
- 2. Implement the Cooperative Agreement.

Measures:

- a. Develop procedures to identify, prioritize, and evaluate sites in the State Response Program.
 - b. Complete site investigations through the State Response Program.
 - c. Prepare and submit the necessary reports to EPA required by the Cooperative Agreement.
- 3. Create a Clandestine Drug Laboratory Cleanup Certification Program as required by statute.

Measures:

- a. Outline a certification process by June 30, 2004

- b. Participate in planning and coordination with other stakeholders in the process.
- c. Create rules and guidance documents in support of the certification program.

III. STATE VOLUNTARY AGREEMENT PROGRAM

1. Establish procedures for implementation of a voluntary agreement program and promote voluntary cleanup of contaminated sites.

Measures:

- a. Develop rules, guidance and procedures for implementation of the State voluntary agreement program as necessary.
 - b. Coordinate program processes with all divisions in DEQ.
 - c. Actively promote the VCP as a viable option for cleanup of contaminated sites.
 - d. Meet periodically with the VCP Committee to discuss the program.
 - e. Coordinate Brownfields outreach activities with VCP outreach activities to maximize the return of contaminated properties to beneficial use.
2. Manage Voluntary Agreement Projects.

Measures:

- a. Complete activities for voluntary projects in accordance with applicable regulations and guidance.
- b. Monitor spending to ensure that funds are expended in compliance with applicable agreements and rules.
- c. Inform the public of ongoing site activities and conduct the appropriate public participation activities.
- d. Update VCP site status list quarterly.

IV. EMERGENCY RESPONSE AND HOMELAND SECURITY PROGRAMS

1. Respond to imminent Superfund and HSMA environmental hazards.

Measures:

- a. Respond to requests for assistance to the extent allowable under existing rules and resources availability.
 - b. Receive and document spill notifications and notify appropriate agencies.
2. Monitor and support EPA Emergency Response Branch activities.

Measures:

- a. Participate in EPA emergency responses to the extent allowed by EPA and resource availability.
 - b. Review and comment as appropriate on reports, agreements, and other documents associated with EPA ERB activities.
3. Maintain and Improve DERR's capabilities to respond to environmental emergencies and conduct removal actions.

Measures:

- a. Continue to coordinate emergency response and Homeland security issues with the department's Emergency Response Workgroup.
 - b. Represent DEQ in various Homeland security meetings and workgroups.
 - c. Review and update the DERR response plan to ensure that it is current.
4. Participate in statewide Emergency Response coordination and training activities.

Measures:

- a. Participate in State wide incident exercises.
 - b. Participate in local and national committees and work groups.
 - c. Participate in statewide Homeland Security related trainings and workshops.
5. Perform required Title III (Tier II and TRI) duties.

Measures:

- a. Compile and enter the data as submitted.
- b. Prepare the annual Tier II and TRI reports.
- c. Provide data to the public when requested.
- d. Actively participate in the SERC with CEM.
- e. Evaluate ways to make the current Tier II and TRI data collection and entry process more efficient.

V. LEADERSHIP IN UTAH, THE WESTERN REGION, AND NATIONALLY IN THE PROGRAMS ADMINISTERED BY THE SUPERFUND BRANCH

1. Provide support to the Department in pursuing legislation to strengthen the State Program.

Measures:

- a. Recommend legislative amendments to the Department administration as requested.

- b. Evaluate funding needs and recommend a budget to the Department as requested.
 - c. Participate in the initiative to develop legislation as requested.
- 2. Strengthen the State role in the Federal Superfund Program.

Measures:

- a. Promote an expanded role for States in discussions and negotiations with EPA personnel.
 - b. Participate in regional and national organizations that promote expanded State involvement in Superfund and enhance the Utah Program.
 - c. Prepare for increased State involvement in the Superfund Program when CERCLA is reauthorized.
- 3. Pursue Natural Resource Damages (NRD) claims at appropriate sites.

Measures:

- a. Evaluate Utah sites for potential NRD claims.
 - b. Coordinate NRD activities with appropriate and interested stakeholders.
- 4. Use technology to manage information in DERR and make it available to the public.

Measures:

- a. Develop a response program information management system for ease of data management by project managers and utility for stakeholder and customer use.
 - b. Participate in Department meetings and workgroups to evaluate Internet and data management issues.
 - c. Evaluate the Branch's part of the Division's Internet homepage and improve and update the site to better serve customer needs.

VI. BUDGET AND FUNDING

- 1. Regularly evaluate the status of the Branch budget and ensure that there are adequate funds to complete the required work.

Measures:

- a. Meet monthly in Branch management meetings to review the Branch budget report.
 - b. Make adjustments to budgets as necessary and as allowed by current rules and law.

2. Obtain Funds to support Branch projects.

Measures:

- a. Enter funding agreements with appropriate parties to provide the resources necessary to ensure Branch staff are able to participate in various projects.
- b. Submit cooperative agreement applications for federal funding as necessary and appropriate.

VII. CUSTOMER SERVICE

1. Promptly respond to information requests, ensure files are current, and provide public access to Superfund records in compliance with GRAMA.

Measures:

- a. Coordinate all records requests with the Division Records Manager.
 - b. Ensure that all files are current and properly organized.
2. Apply Operating Principles and the Walker Works (Maximize Human Potential, Work Smarter, and Improve Utah Today and Tomorrow) philosophy in all work activities.

Measures:

- a. Promote adherence to the Operating Principles and Walker Works philosophy in Branch staff meetings.
- b. Ensure all communications are consistent with the Operating Principles and Walker Works.

VIII. PARTNERSHIPS WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

1. Strengthen the working relationship with EPA counterparts and maintain a positive, professional working relationship with EPA staff.

Measures:

- a. Communicate frequently with staff, management, and support personnel at EPA.
- b. Meet regularly with representatives of EPA to discuss all aspects of the Superfund program in Utah.
- c. Maintain a partnership relationship with EPA through application of the Operating Principles and participation in partnership meetings and retreats.
- d. Continue to encourage and participate in an annual EPA/DERR retreat.

2. Support Department initiatives to enhance relationships with local and tribal governments, and other non-EPA federal governments.

Measures:

- a. Provide information as requested.
 - b. Participate in meetings as requested.
 - c. Ensure communication with policy makers is in accordance with the Operating Principles and the Walker Works philosophy.
3. Ensure complete and accurate information regarding Branch activities is available to all partners and customers.

Measures:

- a. Complete EPA quarterly reports as required by federal regulation.
- b. Complete Division goals report as required.
- c. Complete regular updates as required by Branch Policy.

IX. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

1. Communicate regularly with local health officials regarding Branch activities.

Measures:

- a. Notify local health officials and district engineers regarding Branch activities in their areas.
- b. Give local health officials and district engineers' opportunity to participate in Branch activities.
- c. Coordinate identification of sites for inclusion in Branch programs with local officials.

X. EMPLOYEES

1. Foster a climate where employees can function at their fullest potential. Enhance staff job satisfaction and ensure staff members are recognized for their accomplishments.

Measures:

- a. Conduct Branch staff meetings at least quarterly.
- b. Issue Quality Recognition Awards for accomplishment of major goals or milestones.
- c. Provide recognition for quality work through On-The-Spot Awards, certificates, public recognition, verbal acknowledgments, etc.

2. Ensure that there is adequate staff available to conduct the required work.

Measures:

- a. Evaluate staffing needs for fiscal year 2005 based on the projected workload and funding.
 - b. Conduct recruitments as necessary to fill vacant positions.
 - c. Ensure that recruitments are completed expeditiously and efficiently.
3. Provide proper safety training and equipment for the Division staff and coordinate safety training for the Department staff as needed.

Measures:

- a. Track safety training for the Division staff.
 - b. Provide or coordinate the necessary safety training for the Division.
 - c. Comply with the Division health and safety program.
 - d. Monitor the safety equipment needs of the Division.
 - e. Procure equipment to ensure that all Division staff members have the necessary safety equipment.
 - f. Provide appropriate fit testing for Division staff.
4. Administrate the Medical Monitoring Program for the Division.

Measures:

- a. Track physical examinations for Division staff.
 - b. Schedule physical examinations for Division staff as necessary.
 - c. Assist with administration of the medical monitoring contract.
5. Ensure staff members are adequately trained to perform assigned duties.

Measures:

- a. Meet with individual staff members and identify individual training needs.
 - b. Provide training opportunities for staff that will improve their knowledge and skills in their individual areas of expertise.
 - c. Develop a Branch Training Plan to ensure staff members receive adequate training to perform their essential job functions.
6. Ensure staff members have a clear understanding of performance expectations and status.

Measures:

- a. Prepare clear, concise, measurable performance plans.
- b. Incorporate strategic and Branch goals into individual performance plans.
- c. Conduct mid-year informal performance evaluations.

- d. Conduct formal performance reviews annually as required by DHRM.
- e. Incorporate Operating Principles and the Walker Works philosophy into performance plans.

XI. ENHANCE POLICY MAKERS (ELECTED AND APPOINTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

- 1. Keep the statutory boards informed of Superfund Activities as requested.
- 2. Attend board meetings and provide project information and updates as requested.
- 3. Support Department efforts to inform policy makers of environmental issues.
- 4. Provide weekly (or as needed) project status meetings with division director for specific high profile sites in order to director informed of critical project issues.

Measures:

- a. Provide information as requested.
- b. Participate in meetings and provide input as requested.
- c. Promote DEQ policies and programs in all communication with policy makers.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION

ANNUAL GOALS

STATE FISCAL YEAR 2005

UST BRANCH

ENVIRONMENT		
I. CONTAMINATED LUST SITES WILL BE CLEANED TO LEVELS THAT ARE PROTECTIVE OF HUMAN HEALTH AND THE ENVIRONMENT.		
Section	Subgoal	Results
LUST RA/PST	a. Review and closeout 107 LUST sites between July 1, 2004, and June 30, 2005.	
LUST/RA	b. Complete the investigation of 10 LUST Trust funded sites that have a high potential to be closed based upon the results of the investigation. These site investigations will be completed and results documented by November 30, 2004.	
LUST/RA	c. Develop project schedules for state lead sites. Proceed according to project schedules toward site cleanup and closure.	
LUST RA/PST	d. Increase the percent of confirmed LUST sites cleaned up and closed out.	
LUST RA/PST	e. Monitor and evaluate the impact of MTBE on groundwater in Utah.	
II. PREVENT RELEASES OF HAZARDOUS AND TOXIC SUBSTANCES INTO THE ENVIRONMENT.		
Section	Subgoal	Results
BRANCH	a. For all subgoals under this goal, update report on progress towards goal quarterly.	
UST	b. Conduct or ensure completion of leak detection inspections at 100% of the facilities throughout the state by June 30, 2005.	
UST	c. 80% of inspected facilities in substantial compliance with leak detection requirements after 60-day inspection follow-up.	

UST	d. 90% of inspected facilities in substantial compliance with operational requirements after 60-day inspection follow-up.	
UST	e. Identify facilities that remain in non-compliance with release detection and operational requirements two months after the inspection date and initiate appropriate compliance action.	
UST	f. 97% of operational facilities have current Certificate of Compliance by June 30, 2005.	
UST	g. Track effectiveness of various leak detection methods, including undetected releases, false alarms, and inconclusive results.	
UST	h. Develop a protocol for investigation failed leak detection reports including investigative steps and when to turn a fail into a suspected release by October 31, 2004.	
III. PROGRAM DEVELOPMENT AND CONTINUOUS IMPROVEMENT FOR EFFICIENT AND EFFECTIVE CLEANUP OF LUST SITES.		
Section	Subgoal	Results
UST	a. Prioritize potential UST enforcement actions by July 31, 2004, and update priority list quarterly.	
LUST/RA	b. To cost recover state money used to investigate, abate, and/or cleanup LUST sites where the RP is unknown, unwilling, and/or unable, increase the number of cost recovery action initiated, funds recovered, and settlement agreements completed from the previous fiscal year.	
LUST/RA	c. By June 1, 2005, update the project manager's user guide for the LUST Access database module.	

EMPLOYEES		
IV. PROVIDE EMPLOYEES CLEAR GUIDANCE AND DIRECTION TO SUCCESSFULLY FULFILL THEIR RESPONSIBILITIES.		
Section	Subgoal	Results
BRANCH	a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff by June 30, 2004.	
BRANCH	b. Conduct informal one-on-one performance reviews quarterly for all staff to discuss status of assigned projects and provide feedback and direction. Formal review by June 30, 2005.	
V. IMPLEMENT MEASURES TO ALLOW FOR EMPLOYEE DEVELOPMENT		
Section	Subgoal	Results
BRANCH	a. Develop a training need list by October 1, 2004.	
BRANCH	b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.	
BRANCH	c. If funding allows, provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2005.	
CUSTOMER SERVICE		
VI. IMPROVE CUSTOMER SERVICE BY CONDUCTING PROACTIVE PUBLIC COMMUNICATION AND EDUCATION ACTIVITIES.		
Section	Subgoal	Results
UST	a. Publish bi-annual Newsletter by November 2004 and May 2005.	
LUST/RA	b. Co-host a Symposium for the Petroleum Brownfields Program with U.S. EPA Region VIII. The Symposium will be held in between August and September of 2004.	
LUST/PST	c. Project manager visit small owner PST eligible sites within 30 days of receiving confirmation of release. Document visits and compile results. Report results quarterly.	

LUST RA/PST	d. Each project manager will perform 15 site visits to LUST sites in order to provide customer assistance to owners and evaluate if any known alterations to the site have changed or created additional risks.	
VII. DETERMINE AND EVALUATE BUDGETARY REQUIREMENTS TO MANAGE A VIABLE UST PROGRAM.		
Section	Subgoal	Results
BRANCH	a. Complete budget for staffing, equipment, travel, and organizational needs by November 11, 2004. Review budget status within 30 days after the end of each quarter.	
ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES		
VIII. KEEP THE UTAH SOLID AND HAZARDOUS WASTE CONTROL BOARD INFORMED OF IMPORTANT AND RELEVANT INFORMATION REGARDING THE UST PROGRAM.		
Section	Subgoal	Results
BRANCH	a. At each SHWCB meeting, prepare relevant information for Board members on environmental policy issues.	
COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS		
IX. PROVIDE ADEQUATE OVERSIGHT OF LOCAL HEALTH DEPARTMENTS.		
Section	Subgoal	Results
UST	a. Review contract performance with LHDs by December 1, 2004, and May 15, 2005.	
UST	b. Conduct semi-annual inspections by December 31, 2004 and June 30, 2005.	



**DIVISION OF RADIATION CONTROL
ANNUAL GOALS
LEGISLATIVE PRIORITIES
BUDGET PRIORITIES**

FY2005

DIVISION OF RADIATION CONTROL

FY2005 GOALS

MISSION STATEMENT:

"The mission of the Division of Radiation Control is to assure the citizens of Utah the lowest exposure to any form of radiation"

DEPARTMENT OF ENVIRONMENTAL QUALITY (DEQ) STRATEGIC GOAL

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.

2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DRC STRATEGIC GOAL

Limit the amount of radiation exposure to the general public to those levels, which are the lowest level reasonably achievable (ALARA) to accomplish medical procedures and protect radiation workers. Minimize environmental radiation exposure to the citizens of Utah from generation, transport, remediation, and disposal of radioactive materials.

Measures:

1. Radiation exposure to the general public from medical procedures will be evaluated.

Entrance skin exposure information for the most common x-ray procedures will be collected by staff and reported to the health provider comparing their results to national and Utah trends. The exposure information will be entered into the Division database to enable tracking of exposure trends for the common x-ray procedures in Utah.

2. Dose to high risk radiation workers remains within regulatory dose limits and is ALARA High risk radiation groups (Part 61 disposal operators (Envirocare), distributors of radioactive materials (University of Utah), and industrial radiographers will be surveyed on an annual basis and asked to categorize their employees for exposure based on personnel monitoring records. The measure will be a reduction in exposures at the higher levels for the same groups on a yearly basis.

3. Provide satisfactory regulatory oversight programs to safeguard the public from ionizing radiation.

The radioactive materials and low-level radioactive waste programs are evaluated and judged adequate and compatible through the Nuclear Regulatory Commission Integrated Materials Performance Evaluation Program (IMPEP) during routine program reviews.

4. Problem radon areas are identified.

Radon test results from Division, local health departments, and vendor data are tracked by database by geographic location to enhance identification of problem radon areas. DRC will perform annual update. Results will be made available on DRC webpage.

DIVISION OF RADIATION CONTROL (DRC) ANNUAL GOALS:

DIVISION GOALS:

- 1. Secure Agreement State status for uranium mill tailings from the Nuclear Regulatory Commission (NRC), and implement new program.**

Measures:

- (a). Continue staff recruitment: Environmental Engineer, and Health Physicist
- (b). Continue training for transition staff as opportunities arise at regulated facilities.
- (c). Program implemented by October 1, 2004?
- (d). Convert NRC licenses to state licenses, Rio Algom and International Uranium will have to receive groundwater permits/orders prior to program implementation
- (e). Solicit training from EPA or NRC regarding the environmental review process for new and existing uranium mill staff.
- (f). Prepare for transition from permanent "temporary" staff to permanent staff (length of time, necessary training, etc.). Using NRC guidelines, DRC management will decide what training is required versus desirable.
- (g). Existing DRC staff need to mentor new staff. Mentors include: John Hultquist, Boyd Imai, and Woody Campbell.

- 2. Complete the siting application review for Cedar Mountain (CM) Environmental low-level radioactive waste facility. Siting criteria has been met, next steps include license application review.**

Measures:

- (a). Issue draft siting evaluation report with Executive Secretary recommendation for approval/disapproval following interrogatory resolution process.
- (b). Receive public comment on DSIER.
- (c). Respond to public comment and issue final Executive Secretary decision on siting application.
- (d). If necessary, provide support to the Radiation Control Board for any appeals of Executive Secretary decision as necessary.
- (e). After CM submittal of a License Application, DRC will delegate review to URS.

- 3. Provide support to the Governor's task force to oppose a temporary spent fuel storage site.**

Measures:

- (a). The Division Director will coordinate issues with the manager of the Office of Spent

Fuel Storage Opposition

- (b). The Division Director will complete assignments as directed by the Task Force Chairman (Executive Director of DEQ)
- (c). The Division Director will make staff available for technical input into the issues.
- (d). DRC will accept DOE training and funding for equipment.

4. Provide information to the Hazardous Waste Regulation and Tax Policy Legislative Task Force.

Measures:

- (a). Identify DEQ programmatic issues relating to task force study of waste policy.
- (b). Work with the Legislative Office of Research and General Counsel and Committee Chairs as requested.

5. Participate in establishing security measures for radioactive materials in conjunction with the NRC, Homeland Security, DEQ, etc.

Measures:

- (a). Continue to work on national policy with the NRC regarding appropriate security measures for certain types of radioactive materials by providing written comment as requested on draft policies and procedures, attending meetings as scheduled by the NRC, and following and providing input into State/NRC security workgroups.
- (b). Coordinate with State Homeland Security regarding radioactive materials security issues.
- (c). Work with representatives of DEQ to address policy questions relating to security issues relating to hazardous materials within the Department of Environmental Quality.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOALS:

6. Control the receipt, possession, use, and transfer of radioactive material to protect public health and the environment through a comprehensive licensing program. Action will involve the processing of applications for use of radioactive material under the terms and conditions of a specific license in accordance with Division policies and procedures. The purpose will be to ensure that an applicant's commitments are sufficient to provide for the safe use and control of radioactive material.

Measures:

- (a). Applications receive a timely primary and secondary review before being approved.

- (b). Applicants make necessary commitments to ensure safe use/control of radioactive material.
- (c). Applicants make use of applicable health physics procedures.
- (d). Status information is available to the public through the DEQ website.

7. Perform all inspections of specific licensees in accordance with the inspection program policies and procedures manual to assure that licensees are abiding by the rules and commitments necessary to assure control of sources of radiation.

Measures:

- (a). A schedule of inspections by priority, geographic location, and previous inspector is prepared near the end of the calendar year and after applicable data entry is finished.
- (b). The time interval, established by the NRC, for completion of inspections is not exceeded.
- (c). A tracking system per fiscal year is maintained and monitored for reciprocity work notices.
- (d). Licensees working under reciprocity are inspected in accordance with NRC IMPEP Procedure SA-101 (as modified by STP-02-157 on 07/31/02) for calendar years 2003 and 2004.
- (e). Inspections are performed in accordance with DRC policies and procedures.

8. General Licensees are registered and inspected in accordance with Division policies and procedures.

Measures:

- (a). New and changed registration materials are sent to a licensee as soon as practicable after receipt of a manufacturer's quarterly distribution report or notice of change from a licensee.
- (b). Inspections of general licensees who have received a new Certificate of Registration are performed within six months after issuance of the certificate.
- (c). A report is prepared by July 31, 2003⁴ which lists the existing general licensees, who hold a Certificate of Registration, that are due for inspection during fiscal year 2004.

9. Respond to complaints or allegations concerning improper use or control of licensed material and investigate incidents involving radioactive materials.

Measures:

- (a). Where an on-site visit is needed to evaluate the conditions, it is made within five days of notification of the problem.
- (b). Submit an Abnormal Occurrence report to the NRC as soon as practicable after

confirming that the problem meets the NRC's reporting criteria.

(c). Prepare investigation reports and/or enforcement documents in a timely manner.

10. Reciprocal Recognition Notices are issued to licensees sited in other jurisdictions

Measures:

(a). Reminder notices are mailed to current reciprocity licensees before December 17, 2004.

(b). Responses to applications are processed within five days of receipt of the application.

(c). A tracking system is maintained for the calendar year. This will be used to determine those licensees eligible for a radiation safety inspection.

LOW-LEVEL WASTE SECTION GOALS:

11. Evaluate and continue to provide an effective low-level radioactive waste regulatory program, including project-based environmental monitoring.

Measures:

(a). Continue routine oversight thru modular inspection program at Envirocare, including at least annual inspection of the following module categories: engineering (14 modules), radiation safety (16 modules), and groundwater protection (11 modules).

(b). Increased oversight of Envirocare's sampling and analysis of environmental data thru review of quarterly environmental monitoring reports (Rad Safety Module 4B thru 4F).

(c). Oversight of Envirocare's groundwater monitoring program thru both split sampling and review of Envirocare's semi-annual groundwater sampling and analysis results.

(d). Sample air, soil, vegetation, groundwater or surface water at Envirocare as determined necessary.

12. Issue groundwater discharge permits to uranium mill facilities in response to Agreement State implementation

Measures:

(a). Issue groundwater corrective action order to Rio Algom.

(b). Issue groundwater discharge permit to International Uranium Corporation.

(c). Continue enforcement activities at International Uranium Corporation for the chloroform plume, including project oversight, resolution of the groundwater contaminant investigation, and require submittal of a groundwater corrective action plan.

13. Continue the Environmental Protection Agency sponsored State Indoor Radon Grant (SIRG)

Measures:

- (a). Develop and submit materials and budget for the partnership grant application by August 2004.
- (b). Distribute radon detectors as necessary to perform studies as required by the SIRG.
- (c). Continue outreach efforts to educate customers regarding radon risks through local health departments. Allocate funds to the local health districts.

14. Provide necessary training to DRC staff to facilitate and enhance their capability to perform their job assignments.

Measures:

- (a). Provide Global Positioning System training for engineering staff to facilitate embankment construction inspections at Envirocare.
- (b). Provide other training to staff as requested in accordance with available DRC budget.

15. Provide necessary instrumentation and equipment to Division staff to utilize appropriately.

Measures:

- (a). Maintain, calibrate and inventory all radiation detection instrumentation.
- (b). Surplus excess instruments as appropriate.
- (c). Provide emergency response equipment to staff.
- (d). Purchase an internal proportional counter for swipe surveys.
- (e). Purchase a scanner with necessary software for Division staff.
- (f). Purchase blue flags for on-site GSA inspections.

16. Conduct an emergency response program.

Measures:

- (a). Yearly, review and update the Division emergency response plan and call list.
- (b). Respond to radiation incidents.
- (c). Participate in emergency exercises as available.
- (d). Participate in DEQ emergency response planning as requested.

17. Participate in the federal government surface and/or groundwater remedial actions at SLC and Green River Title I UMTRCA sites.

Measures:

- (a). Provide hydrogeologic expertise to review and comment on any proposed remedial actions
- (b). Ensure the interests of the State of Utah are represented in the Title I uranium mill regulatory area.

- 18. Continue to participate with the WGA in the Cooperative Agreement to provide funding for the emergency response training of responders.**

Measures:

- a. Prepare work plans for approval by the DOE.
- b. Participate in WGA sponsored activities as required by the Cooperative Agreement.
- c. Train responders throughout the shipping corridor.
- d. Respond to requests for information and/or training from LEPCs and county governments.

- 19. Evaluate and make necessary changes to the generator site access (GSA) program.**

Measures:

- a. Host "Permittees" workshop to discuss joint regulatory issues.
- b. Continue with issuance of GSA permits
- c. Continue on-site transportation inspections, with more focus on generators.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

- 20. Perform all inspections of registrants in an effective and efficient manner as well as in accordance with Division policies and procedures.**

Measures:

- (a). Inspections for new x-ray registrants are automatically assigned to staff for completion within 90 days post registration.
- (b). Registrants who are past due for a safety inspection by 90 or more days are completed as the highest priority inspections by the end of the fiscal year (June 30, 2005).

CUSTOMER SERVICE

DEQ STRATEGIC GOAL

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely and accurate information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work with customers to solve problems.

Measures:

1. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working with customers to solve problems.

Measures:

4. Decisions and services provided within agreed upon time frames that best meet customer's needs.
5. Agreed upon schedules with licensees (# of schedules developed/times DRC has met schedule) are reviewed on a quarterly basis.

DRC ANNUAL GOALS:

DIVISION GOALS:

21. **The Division of Radiation Control will compliment the Department's "EIMI" philosophy.**

Measures:

- (a). The Division will participate on the Department's EIMI management teams that will set standards.
- (b). The Division will continue development of the EUtah, Generator Site Access Permit Program.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOALS:

22. **Improve communication with the regulated public and provide regulatory information to key customers.**

Measures:

- (a). Appropriate information from the NRC is distributed to licensees within 30 days of receipt.
- (b). A file of DRC Bulletins or Notices is maintained for public and DRC staff access.
- (c). Support is provided to allow for 24-hour access to applicable forms, rules, and information about the regulatory program.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

23. **Complete the registration process for FY 2004 and prepare and send the registration materials for FY 2005.**

Measures:

- (a). Bulk mailings of the FY 2005 registration applications are completed during the last

week of June 2004.

(b). Registration application forms and payments are processed with the bulk to be completed by August 31, 2004.

(c). Individuals or persons who do not register their x-ray units are issued a Notice of Violation and tracked to resolution by October 31, 2004.

(d). Preparation for the mailing of FY 2006 registration packets is completed by June 15, 2005.

24. Establish conditions and circumstances so that the Section is open for 24 hour access.

Measures:

(a). Updates to the DRC website for the X-Ray Section are made, as needed.

(b). Information about the registration process is made available to the public through the DEQ website.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DEQ STRATEGIC GOAL

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working by partnerships to solve problems.

Measures:

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
4. Feedback on partnerships

DRC ANNUAL GOALS:

DIVISION GOALS:

26. **Continue participation in the Moab Tailings Stakeholders Group Partnership to determine future actions regarding the Moab Tailings pile cleanup.**

Measures:

- (a). Organize, co-sponsor, facilitate periodic meetings of Moab Tailings stakeholders to address the myriad of issues that must be addressed by the Department of Energy.
- (b). Help organize, co-sponsor, facilitate periodic meetings of the Moab Tailings groundwater subcommittee to address the groundwater cleanup issues at the Moab Tailings site and report findings to the entire group. Meetings will be held as often as required, but more periodic than the entire Stakeholder group.
- (c). Help organize, co-sponsor, facilitate periodic meetings of the Moab Tailings relocation subcommittee to address the off site removal issues at the Moab Tailings site and report findings to the entire group. Meetings will be held as often as required, but more periodic than the entire Stakeholder group.
- (d). Continue to facilitate process by providing information on the Division website under Moab Tailings Stakeholder Group.
- (e). Participate in the draft Environmental Impact process (DEIS) for the Moab Tailings as a Cooperating Agency. DRC will coordinate State of Utah agencies in the review process.
- (f). DRC staff will attend quarterly DOE meetings for cooperating agencies
- (g). DRC staff will review Final EIS for the Moab Tailings project, and prepare State comments as appropriate.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

- 27. Provide assistance to others by way of a Partnership Agreement with the FDA, a mammography facility inspection contract with the FDA, and an inspection contract with the Department of Health.**

Measures:

- (a). Perform the required number of inspections of new x-ray unit installations, in accordance with the FDA's protocol.
- (b). Perform the contacted number of mammography facility inspections for the FDA before June 30, 2005. Inspections are to meet standards prescribed by the FDA.
- (c). As part of an FDA audit, mammography facility inspectors receive a satisfactory rating from the FDA. Each inspector must demonstrate proficiency in applicable aspects of the MQSA inspection process.
- (d). Develop and submit a performance contract, by August 31, 2004, for the inspection of specific health care agencies in accordance with protocols developed by the Department of Health, Bureau of Facility Review.
- (e). Perform the facility inspections as requested by personnel from the Bureau of Facility Review within their time schedule.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- * DEQ actively promotes wellness survey.

- * Employees will perceive DEQ as a desirable place to work.
- * DEQ is effective in recruiting and retaining quality employees.

DRC STRATEGIC GOAL

The success of employees determines the success of the Division of Radiation Control. We will maintain a climate and structure in which employees can function to their fullest potential, anticipate that quality work will be recognized, opportunities for training and professional development will be provided, and the strategic goals of the Division of Radiation Control will be accomplished. Employee participation in strategic and annual goal setting is essential. Teamwork and problem solving are encouraged.

Measures:

1. Employees' feedback and wellness survey.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.
6. Employee feedback

On June 1st of every year, survey the employees of DRC to determine employee morale/satisfaction. The survey will produce a rating of 1 to 5 that can be compared from year to year.

7. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

All employees of DRC have performance plans that reflect annual goals. Managers will conduct performance evaluations based on those plans.

8. Continued use of quality recognition program.

Percentage of staff receiving quality recognition awards on an annual basis categorized by manager and colleague awards

DRC ANNUAL GOALS:

DIVISION GOALS:

28. Establish effective lines of communication within the Division of Radiation Control.

Measures:

- (a). Have monthly DRC staff meetings and special Division-wide meetings as needed..
- (b). Send E mails on important issues to staff to help keep them informed.
- (c). Continue to promote the open door policy at all manager levels.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOAL:

29. Establish conditions and circumstances so that the Section functions as a self-directed work team.

Measures:

- (a). Section members continue to monitor the improvements made within the Section.
- (b). Section members meet as needed to make improvements and the Section Manager is advised of the progress by February 1, 2005.

LOW-LEVEL WASTE SECTION GOALS::

30. Provide technical and administrative support to Division radioactive materials licensing program.

Measures:

- (a). Provide hydrogeologic and engineering staff technical support to the Division staff.

ADMINISTRATIVE SECTION GOALS

31. Financial management for Division programs will be provided.

Measures:

- (a). Identify revenue sources utilizing existing information and projections.

- (b). Determine Division staffing needs within funding capability and update budget requirements to include promotions and increases.
- (c). Prepare schedules for Capital Equipment, Contracts, Professional/Technical Services, Travel (In/Out), Current Expenses, DP Current Expenses.
- (d). Update Fee Schedule prior to public comment in September/October 2003.
- (e). Prepare Building Blocks and Supplemental Requests per Department schedule for FY2004.
- (f). Finalize Budget for FY2004 per Department schedule.

32. Provide financial management for the Division to ensure maximum utilization of funding resources.

Measures:

- (a). Provide financial management for the Division to ensure maximum utilization of funding resources.
- (b). Prepare and invoice facilities for licensing/registration fees. Track applicable receivables in Finet Advanced Receivables System.
- (c). Track Division expenditures against annual work program including work program adjustments as needed. Reconcile Budget Op Reports.
- (d). Provide budget recommendations and forecast to Division Director.
- (e). Prepare fiscal Notes for Legislative Fiscal Analyst during Legislative Session.
- (f). Identify revenue sources utilizing existing information and projections.
- (g). Monitor cash management procedures.

33. Provide management of Division Performance Partnership Grant, Cooperative Agreements, and Contracts.

Measures:

- (a). Renew existing Division contracts to maintain continuity of services.
- (b). Monitor financial payments on contracts.
- (c). Initiate new contracts.
- (d). Monitor the EPA performance partnership and other grants.

34. Manage travel budget for Division.

Measures:

- (a). Determine travel needs from Division Director and Section Managers.
- (b). Coordinate travel ceiling with Department Budget Officer.
- (c). Monitor travel utilization and update budget as needed.
- (d). Prepare travel requests and reimbursements for in-state and out-of-state travels.

- (e). Update staff on travel procedures.
- 35. Evaluate and determine appropriate training for administrative staff.**

Measures:

- (a). Determine training needs for administrative staff.
- (b). Submit training needs to Division Director.
- (c). Participate in "in house" training opportunities.

- 36. Maintain a successful Records Management Program for the Division.**

Measures:

- (a). Maintain current Files Index and distribute to Division staff.
- (b). Update Administrative Files.
- (c). Identify documents which may be archived.
- (d). Complete archive forms.
- (e). Submit appropriate documents and forms to Archives.
- (f). Make appointments for records access.
- (g). Maintain the library in an organized manner, removing reference material no longer needed by Division.

- 37. Prepare documents for the Utah Radiation Rules.**

Measures:

- (a). Prepare proposed new rule or proposed changes to rule in Board format for approval of the Radiation Control Board.
- (b). If approved, prepare filing form for DAS/Rules and file with that office. in accordance with rulemaking time frames. Send legal notice to newspaper for publication.
- (c). Following the 30-day comment period, and upon the Board's approval, file Notice of Effective Date with DAS/Rules.
- (d). Print rule in DAS format to reflect effective changes.
- (e). Provide paper or disk copies to licensees/registrants and public as required.

- 38. Provide data processing/communications tools to facilitate program goals.**

Measures:

- (a). Provide quality assurance for database systems.
- (b). Prepare FY2003 Information Technology Plan for the Division.
- (c). Determine and provide for all data processing and communication changes and

additions.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

DEQ STRATEGIC GOAL:

Facilitate policy makers as proactive participants in shaping environmental policy.

DRC STRATEGIC GOAL

Inform, educate, and facilitate Boards as proactive participants in shaping radiation control policy in the State of Utah.

Measures:

1. Legislators, other elected officials, and Board members are appraised of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.
5. Board member, legislative, and elected officials feedback.

Number of Board meetings on an annual basis and number of feedbacks from Board members on a quarterly basis. Number of feedbacks from legislators and local elected officials on a quarterly basis.

6. Policy issues are resolved.

Policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

DIVISION ANNUAL GOALS:

39. Continue to promote the effectiveness of the Utah Radiation Control Board.

Measures

- (a). Continue Board meeting on a monthly basis (with exceptions of February and July)
- (b). Keep the Board informed of key radiation policy/regulatory issues.
- (c). Forward appointments for July 1, 2004 to Governor's Office by June 1, 2004 for replacement Board members.

40. Support Department efforts to facilitate key contacts on Division and Department issues with citizens and citizen groups and local, state, and federal officials.

Measures:

- (a). Continue outreach efforts through partnerships.
- (b). Support staff participation in key national organizations such as the Low-Level Waste Forum, Organization of Agreement States, Health Physics Society, and Conference of Radiation Control Program Directors.
- (c). Meet with citizens, citizen group representatives, registrants and licensees and their respective organizations and groups, Governor's staff, key legislators and legislative staff, local elected officials as requested.

ADMINISTRATIVE SECTION GOAL:

41. Provide administrative secretarial support to Radiation Control Board.

Measures:

- (a). Prepare packets for mailout to Board members, coordinating with Division Director.
- (b). Post agendas 24 hours prior to meeting.
- (c). Contact Board members regarding attendance.
- (d). Prepare additional handouts.
- (e). Set up room and record Board Meeting proceedings.
- (f). Prepare time sheets and travel reimbursement requests for Board members.
- (g). Other arrangements, as needed.
- (h). Transcribe and type minutes of Board Meeting.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF SOLID AND HAZARDOUS WASTE

FY 2005 GOALS

May 14, 2004

ENVIRONMENT

DSHW STRATEGIC GOAL:

Protect human health and the environment by promoting pollution prevention and ensuring safe waste management through the proper handling, transportation, recycling, treatment, storage and disposal of solid and hazardous wastes, used oil, and waste tires.

Measures:

P2→

- a. Provide pollution prevention (P2) and waste minimization assistance. Evaluate the hazardous waste generation data, including the state hazardous waste minimization profile compiled by EPA Region 8, to identify opportunities to improve utilization of this information for increased P2/waste minimization.
- b. Provide timely and effective compliance monitoring and assistance, enforcement actions, and permitting responses based upon a balance of priorities and available resources.
- c. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-Superfund sites).

DSHW ANNUAL GOALS:

P2→

1. WASTE MINIMIZATION

Implement and support waste minimization and pollution prevention of hazardous waste generation.

Measures:

- a. Identify and evaluate supplemental environmental projects that are a part of a compliance action as well as the Small Quantity Generator (SQG) compliance assistance program to determine their contribution to waste minimization and pollution prevention. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.
- b. Continue Division pollution prevention policy implementation. Provide pollution prevention information and technical assistance, via fact sheets, newsletters, and

electronic media, to staff and businesses that generate hazardous waste. As necessary, help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction and recycling.

- c. Continue working relationship between DSHW and EPA hazardous waste minimization program to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look for opportunities to reflect how state actions support national goals. Review, comment on, and utilize state hazardous waste generation profiles prepared by EPA to increase waste minimization and P2 efforts and successes and to meet other specific state needs. Identify opportunities to link waste minimization efforts to reductions in listed PBT chemicals in RCRA waste streams within the state.
- d. Evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Management Section Annual Goal:

Maintain and an effective pollution prevention and outreach program for the Hazardous Waste Management Section.

Measures:

- a. Implement P2 and small business incentive and assistance programs.
- b. Continue to evaluate effectiveness of SQG compliance assistance program. Work with SQGs to provide updated information on waste minimization programs and opportunities.
- c. Provide speakers as requested to industry, special interest groups, schools, etc. throughout the year.

ii. Used Oil Section Annual Goals:

Operate an effective DIYer used oil recycling program for Utah.

Measures:

- a. Semi-annual DIYer reimbursements are reviewed, entered into database and warrant requests are signed by section manager and submitted to budget officer for processing by August 1, 2004 and February 2, 2005.
- b. Percent of DIYer reimbursements that are received and processed for payment

will be determined.

Maintain a sufficient number DIYer collection centers to make it convenient for the public to recycle their used oil.

Measures:

- a. Number of existing DIYer used oil collection centers per city and county will be evaluated.
- b. Number of new collection centers established during fiscal year will be documented.

Maintain effective Used Oil Block Grant Program.

Measures:

- a. Number of requests for grant packets received will be documented.
- b. Percent of grant requests approved will be evaluated.
- c. Percent of grant requests approved/disapproved within 60 days will be documented.
- d. Amount of funds awarded will be documented.
- e. Percent of grant payments made within 60 days will be documented.

Enhance the Division's pollution prevention/household hazardous waste outreach program.

Measures:

- a. New P2 fact sheets generated to assist different industries, as needed.
- b. In-house P2 library kept organized and up to date.
- c. Division staff kept abreast of contents of P2 library, how to use the P2 library, and P2 fact sheets.
- d. Specific tasks/ideas outlined in the pollution prevention policy will be incorporated in the every day workings of the Division.

- iii. **Solid Waste Section Annual Goal:**
Continue administration of waste tire recycling program.

Provide review of bids for cleanup of waste tire piles at municipal landfills within 30 days, as funding is available.

Measure:

Time between receipt of bid and adequacy determination is made.

CPM → 2. PERMITS, CLOSURE, POST-CLOSURE

Maintain effective solid and hazardous waste permitting and closure/post closure programs. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate. EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Consequently, the following measures apply to FY2005 performance activities.

Measures:

- a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure requirements, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRAInfo) for all required data elements by the 15th of the month following the activity.
- b. Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, and program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRAInfo data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications (PC240) are as equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.
- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with staff for ongoing coordination. This will help to identify areas of progress and

areas of concern. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY2005 planning process.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Facilities Section Annual Goal:

Implement an effective permitting program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. All facility permit modification requests are evaluated and addressed within required regulatory time frames.
- b. Identify facilities requiring a five-year permit review or a ten-year permit reissuance by September 30, 2004. Complete five-year reviews in a timely manner. Process permit applications for reissuance and issue Notices of Deficiency (NODs), if necessary, in a timely manner.
- c. Assist and oversight facilities in closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications in a timely manner. Issue closure verifications in a timely manner. Process post-closure permit applications within required regulatory time frames.
- d. Identify the application status of interim status facilities by September 30, 2004. Process applications submitted by interim status facilities and issue final determinations in a timely manner. Provide guidance to interim status facilities preparing permit applications.
- e. Provide facility specific permitting information to RCRAInfo.
- f. Conduct periodic analysis of the effectiveness of the permitting process.

ii. Commercial/Federal Facilities Section Annual Goal:

Maintain an effective permitting program for the commercial and federal hazardous waste management facilities (C/FF).

Measures:

- a. Meet all C/FF permit commitments as determined with the facilities.
- b. Complete all on going permit modifications as requested within regulatory time frames.

iii. Chem Demil Section Annual Goal:

Ensure permits meet regulatory requirements, are enforceable, and provide for protection of human health and the environment.

Measures:

- a. Permit conditions are clear and the facility can operate in compliance with the conditions.
- b. Permit standards are uniform for each permitted activity, when applicable.
- c. Permit conditions are based upon regulatory requirements.
- d. Staff assignments made with appropriate workloads.
- e. FY 2005 goals are met.
- f. Provide comment, as appropriate, on permitting improvement mechanisms.

iv. Used Oil Section Annual Goals:

Process all complete permit applications in a timely manner.

Measure:

Average number of working days for permit review.

Maintain uniform permits and permit reviews that consistently enforce the used oil management standards.

Measures:

- a. Permit formats will be reviewed for consistency and errors and updated to reflect any new rule changes.
- b. Used oil rule booklet modified, as needed.

v. Solid Waste Section Annual Goals:

Process all permit applications in a timely manner.

Measures:

- a. Number of working days for permit review.

- b. Number of days for review of Requests for Additional Information (RAI) responses.
- c. Number of RAI's issued.

Maintain uniform permits and permit reviews that consistently enforce the solid waste rules through use of EPA Technical Assistance Manual and peer review.

Measures:

- a. Peer reviews conducted
- b. Modify standard permit as needed.

Review permit applications for Class II, Class III, Class IV, and Class VI facilities within 60 days of receipt of application.

Measure:

- a. Number of days from receipt of application to issuance of first RAI or draft permit.

Review permit applications for Class I and Class V facilities within 120 days of receipt of application.

Measure:

- a. Number of days from receipt of application to issuance of first RAI or draft permit.

CPM → 3.

CORRECTIVE ACTION

Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated hazardous waste sites. DSHW and EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

Measures:

- a. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to

corrective action, including site assessment, stabilization (accounting for health and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRAInfo). For RCRAInfo, all required data elements will be entered by the 15th of the month following the activity.

- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).
- d. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY2006 planning process. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) migration of contaminated groundwater under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of accomplishments of the above indicators.
- e. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan (up to FY2005) of how and when the environmental indicators of paragraph d. will be achieved. Updated projections will be submitted by October 1, 2004.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Have an effective compliance oversight program for the Voluntary Corrective Action (VCA) program. Conduct oversight and review the VCA program to facilitate the remediation of contaminated sites.

Measures:

- a. Review and provide comments as required by the time frames contained in VCA agreements.
- b. Encourage the use of innovative solutions to site remediation.
- c. Continue to develop and update database to track VCAs and show status, coordination, etc. of VCAs

ii. Hazardous Waste Facilities Section Annual Goals:

Implement an effective corrective action program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. Identify the status of hazardous waste treatment and storage facilities regulated by the HWF section that are subject to corrective action by September 30, 2004. Determine need for RFA/RFI.
- b. Review and comment on submitted RFI plans and reports within the time frames identified in the corrective action module of the permit or Consent Agreement (some interim status facilities are initiating corrective action prior to permit issuance through an agreement).
- c. Provide facility specific information to RCRAInfo.
- d. Conduct periodic analysis of the effectiveness of the corrective action process.

Implement an effective voluntary corrective action program for non-TSD entities that have entered into an agreement with the Division and that are being over sighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being over sighted by the HWF section.

Measures:

- a. Review and comment on submitted plans and reports within the time frames identified in the agreements.
- b. Encourage the use of innovative technologies in site remediations.
- c. Conduct periodic analysis of the effectiveness of the voluntary corrective action process.

iii. Commercial/Federal Facilities Section Annual Goal:

Maintain an effective corrective action program for the commercial and federal hazardous waste management facilities (C/FF).

Measure:

- a. Continue work on TEAD corrective action by completing: the CMS for the solid waste management units (SWMUs) with known releases.
- b. Work on the AED Treatability study at TEAD.

4. COMPLIANCE AND ENFORCEMENT

Evaluate compliance status of solid waste, hazardous waste, and used oil handlers and facilities and foster an ongoing commitment to compliance and environmental protection through on-site inspections and other compliance assistance activities.

Measures:

- a. Update inspection universe and develop inspection schedule for FY2005, by September 30, 2004. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2004.
- c. Continue implementation of the small quantity generator compliance assistance program in FY2005. Participate in joint state and federal industry sectors initiatives.
- d. Provide facility specific compliance and enforcement information through the proper and timely entering of program data into automated data systems (RCRAInfo, EIMI).
- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact and data systems reports to note areas of progress and areas of concern.
- 6. Continue coordination of EPA Region 8's implementation of the CERCLA Offsite Rule (OSR). A regional implementation policy has been established and will serve as the basis for the Region's implementation of the OSR.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Have an effective Compliance/Enforcement oversight program for generators.

Measures

- a. Develop a work plan by September 30, 2004, which identifies the generator universe to be inspected for in FY03. Universe will include Large Quantity Generators (LQGs) and SQGs.
- b. Conduct on-site evaluations of SQGs as per the Division's SQG compliance assistance program.
- c. Conduct all inspections within appropriate time frames.

- ii. **Hazardous Waste Facilities Section Annual Goal:**
Implement an effective compliance oversight program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. Identify facilities to be inspected and develop inspection schedule for FY2005 by September 30, 2004.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2004.
- c. Provide facility specific compliance information to RCRAInfo.
- d. Conduct periodic analysis of the effectiveness of inspection process.

- iii. **Commercial/Federal Facilities Section Annual Goals:**
Maintain an effective compliance oversight program for the assigned commercial and federal hazardous waste management facilities (C/FF).

Measures:

- a. Meet all C/FF commitments identified in the C/FF inspection schedule.
- b. Finalize FY2005 C/FF inspection schedule by September 30, 2004.
- c. Supply a copy of the FY2005 inspection schedule to Section staff by October 4, 2004.

- d. Conduct all inspections as identified in the schedule by September 30, 2005.

Meet the legislative intent for enforcement and oversight of C/FF.

Measures:

- a. Conduct on-site compliance evaluations (inspections) of operating commercial land disposal and incineration facilities on average of twice a month. Conduct inspections of the federal facilities and other commercial facilities on an as needed basis.
- b. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.

iv. Chem Demil Section Annual Goal:

Improve Chem Demil oversight processes to be comprehensive and more efficient.

Measures:

- a. Conduct inspections in accordance with EPA partnership agreement and meet compliance/enforcement timeframes.
- b. FY 2005 inspection goals are met.
- c. Available resources identified.
- d. Compliance information resources (reports, checklists, etc.) understood by all section inspectors.
- e. Inspection strategy for each Chem Demil activity followed.
- f. Staff assignments made with appropriate workloads.

v. Used Oil Section Annual Goals:

Operate an effective compliance oversight program for all used oil facilities and collection centers regulated by the Used Oil Management Standards.

Measures:

- a. Provide guidance to facility owners/operators and collection centers through periodic inspections, timely inspection reports and defining compliance issues.

Permitted and registered facilities are inspected at least annually. Perform one audit per year of a permitted used oil facility.

- b. Annual inspections are thorough and inspectors provide assistance.
- c. Update inspection universe and develop inspection schedule for FY2005, by September 30, 2004.
- d. Complete targeted inspections by September 30, 2005.
- e. Audit completed for one used oil facility.

Maintain documentation of inspection and compliance history of each facility.

Measures:

- a. Inspection reports will be filed and files kept up-to-date.
- b. Inspection information will be entered into used oil database.
- c. Facility specific compliance and enforcement information will be provided through the proper and timely entering of EPA and used oil program data into the used oil database and RCRAInfo.

vi. Solid Waste Section Annual Goals:

Pursue statewide compliance with solid waste rules.

Provide guidance to facility owners or operators through periodic inspections, timely inspection reports and defining compliance issues. Municipal facilities inspected a minimum of once each year and increased frequency based on waste volume and type, commercial facilities inspected quarterly.

Measures:

- a. Percent of inspection in which local health department was notified in advance with an invitation to participate.
- b. Percent of facilities inspected once each year.
- c. Percent of facilities inspected more than once per year.
- d. Percent of facilities inspected quarterly.

- e. Percent of inspection reports completed and mailed within 10 days of the inspection.

Maintain enforcement of waste tire storage and waste tire disposal rules.

Measures:

- a. Inspections conducted.
- b. Local health departments contacted.
- c. Local health departments participating in inspections

Compile and spot check waste tire transporter monthly flow reports.

Measures:

- a. Total reports within 15 days of receipt.
- b. Number of reports spot checked.

5. TRAINING / TECHNICAL ASSISTANCE

Continuously improve DSHW technical expertise in the RCRA program.

Measures:

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY2005.
- P2→ b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.

CPM → 6. INFORMATION MANAGEMENT

Report key program accomplishments as noted in the above annual goal sections via automated data systems or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and

complete data, including compliance and enforcement data, and federally required data fields in RCRAInfo. EPA will work with the state to clarify or resolve universe issues and provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRAInfo and other state data systems for assessing accomplishments in these program areas. Data will be entered into RCRAInfo for all required data elements by the 15th of the month following the activity.

Significant violators, significant noncompliers, and high priority violators will be identified and reported to EPA, utilizing appropriate RCRAInfo codes, as agreed upon by DSHW and EPA, and in a manner consistent with national policy and guidance.

Conduct any necessary data cleanup of the 2003 hazardous waste biennial report information.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Management Section Annual Goal:

Have an effective data management program for Hazardous Waste Management Section that will meet the Division Goal.

Measures:

- a. Maintain current compliance tracking system and supply information for RCRAInfo.
- b. Provide the required RCRAInfo information by the 10th of each month.
- c. Update, review, and evaluate the sections compliance and inspection tracking database.
- d. Review and update the RCRAInfo Corrective Action universe, as needed.

ii. Commercial/Federal Facilities Section Annual Goal:

Maintain the RCRAInfo data management program for the C/FF section.

Measure:

Provide the required RCRAInfo information to the appropriate staff for input into RCRAInfo by the 10th of each month.

iii. Chem Demil Section Annual Goal:

Maintain Chem Demil program activities in automated data systems.

Measures:

- a. RCRAInfo data are complete and accurate.
- b. Section database is populated with relevant data.
- c. Permitting, corrective action, and compliance data are useful and accessible.

iv. Used Oil Section Annual Goal:

Complete 2003 biennial reporting activity and submit to EPA by established time frames.

Measures:

- a. A complete draft of Utah's biennial reporting information passing basic edits will be sent to EPA for review by August 31, 2004. EPA will review submittal and notify DSHW of any noted deficiencies by November 1, 2004.
- b. By November 30, 2004, any deficiencies identified by EPA will be corrected and final data will be submitted to EPA for development of the Final 2003 National Biennial Report to be published no later than January 31, 2005.

EJ→ 7. ENVIRONMENTAL JUSTICE

The State recognizes that incorporation of environmental justice into the RCRA regulatory program is a priority for EPA Region 8. Upon request, EPA will provide the State access to Geographic Information System (GIS) environmental justice tools; provide information to the State on environmental justice grants; and share information about any available environmental justice resources. The State commits to utilize EPA staff and GIS resources as appropriate in the implementation of the State hazardous waste program.

Measures:

- 1. EPA and DSHW will work jointly to develop measures for evaluation.
- 2. Incorporate, as appropriate, environmental justice concerns in administration of the program.

DSHW STRATEGIC GOAL:

Balance economic factors with compliance and permitting actions.

Measure:

Evaluate stakeholders' economic viability when determining compliance and permitting actions.

DSHW ANNUAL GOAL:

Consider economic factors in determining penalties for violations.

Measures:

- a. Use EPA economic computer models to assist in evaluation.
- b. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Commercial/Federal Facilities Section Annual Goal:

Balance section permitting and compliance actions between economic development and environmental quality.

Measure:

- a. Ensure that all permitting and compliance actions are protective of human health and the environment, that are enforceable, and that are innovative and economically feasible.

DSHW STRATEGIC GOAL:

Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.

Measures:

- a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, including task forces, etc., to provide maximum input in development of policies.
- b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.

DSHW ANNUAL GOAL:

Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.

Measures:

- a. Determine success of legislative, budget, and policy initiatives identified as priorities.
- b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Commercial/Federal Facilities Section Annual Goal:

Provide leadership by participating in national organizations and task forces, provide comments on important legislation and rule changes.

Measures:

- a. Maintain association with ASTSWMO Compliance/ Enforcement Task Force, attend meetings as appropriate.
- b. As appropriate, comment on rules that could impact the C/FF section.
- c. Maintain association with EPA technical support, attend meetings as appropriate.

CUSTOMER SERVICE

DSHW STRATEGIC GOAL:

The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, and problem-solving through cooperative efforts in all Division activities and partnerships.

Measures:

- a. Customer feedback is solicited and evaluated.

2. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provides appropriate environmental protection.

DSHW ANNUAL GOALS:

Permitting and compliance processes will involve continuous customer input to provide workable and fair permits and compliance actions.

Measures:

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
- b. The public will be involved as required by statute, regulation, or state public participation policies so that access to public records during public comment periods will allow appropriate time for public participation.
- c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.
- e. Internal processes will be assessed to identify areas for improvement.
- f. Fact sheets regarding permit modifications and permit issuance will be available on the Internet and will be developed to be understandable by the public.
- g. An electronic public viewing area will be developed so the public can view documents on a computer at times convenient to them and not just during business hours.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Facilities Section Annual Goals:**
Maintain customer service throughout the compliance and permitting process.

Measures:

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.

- b. Permitting process will include regular contacts with the applicant, local counties and governments, other regulatory agencies, and the general public.
- c. Send out customer survey forms after inspections and permitting activities asking for specific input on our permitting and compliance processes.
- d. Evaluate customer survey forms on an annual basis.

Internal and external customers are able to obtain information and are knowledgeable about the mission and responsibilities of the HWF section.

Measures:

- a. All informational phone calls and written information requests are answered in a timely manner.
- b. Update the information on the HWF section in the Division home page as needed.
- c. Provide routine updates on permitting and compliance activities to the Utah Solid and Hazardous Waste Control Board.
- d. Update RCRAInfo as events occur.

ii. Commercial/Federal Facilities Section Annual Goal:

Perform all section work with an internal and external customer-oriented approach.

Measures:

- a. Establish an excellent working relationship between the section, EPA, facilities, and other parties interested or concerned with C/FF.
- b. Provide information on facilities to interested parties as requested.
- c. Continue to improving our working relationships with all customers.

iii. Chem Demil Section Annual Goals:

Improve risk communication to the public.

Measures:

- a. Staff willingly help the public understand applicable regulations.

- b. Staff willingly help the public understand environmental studies and data.
- c. Staff are open and honest in Division required public information meetings.
- d. Staff accept invitations to discuss hazardous waste issues in public settings, to professional groups, in schools, or wherever requested.

Develop Chem Demil Internet Homepage. Information for stakeholders is available 24/7.

Measures:

- a. Improvement of homepage outlining responsibilities of the Section.
- b. Maintain and improve the Web pages to summarize waste management activities at Chem Demil facilities.
- c. Maintain and improve the Web pages to educate the public concerning the safety of waste management activities at Chem Demil facilities.
- d. Key reports, studies, permits, and interesting Chem Demil program data are accessible through the Internet.
- e. Public viewing area for permit modifications available on the Internet.

iv. Used Oil Section Annual Goals:

Keep customer informed of process on permit, grant request, registration, compliance and rulemaking activity.

Measures:

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determination.
- b. Permitting process will include regular contacts with the applicant, and local health department, and, if applicable, local government and the public.
- c. All new permit applications will include a 15-day comment period for the general public to review and respond.
- d. Customer survey forms will be sent out after annual inspections and permit issuance asking for input on permitting and compliance process.
- e. Customer survey forms will be evaluated annually.

- f. All proposed rulemaking will include a 30-day public comment period.

Respond to complaints and information requests in a timely manner.

Measures:

- a. Complaints received by used oil program staff will be referred to local health departments as soon as practicable for follow up.
- b. Verification that complaints have been followed up by local health departments will be performed.
- c. Verification that appropriate clean up actions are taken where needed will be performed.

Provide complete answers to informational requests from customers in a timely manner.

Measure:

All telephone calls requesting information and submitted written requests will be answered in a timely manner.

Keep customers informed of section activities. Maintain information for customers on the Internet and in writing.

Measures:

- a. Web page information, including lists of DIYer collection centers and permitted used oil facilities, will be kept current.
- b. Public notices of 15-day comment period for permits and 30-day comment period for proposed rulemaking will be posted on the web page and in appropriate publications.
- c. Used Oil Drip newsletter will be published and distributed once a year to all local health departments, steering committee members, local government, collection centers, appropriate legislators, special interest groups and, as requested, by other interested individuals from the public.

v. Solid Waste Section Annual Goals:

Develop and maintain communication throughout the permitting process with applicant, local governments, counties, local health departments, public and district engineers.

Inform each permit applicant, within five days of receipt of a permit application, of the permit review process and the cost involved.

Measure:

Percent of letters sent within five working days of receipt of application.

Respond to solid waste complaints and information requests in a timely way and follow up where needed.

Measure:

Number of days required to respond.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DSHW and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.
- * Feedback on success of partnerships is received and evaluated.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.

- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DSHW ANNUAL GOAL:

The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.

Measures:

- a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY2005, DSHW and EPA may review and revise, if necessary, the MOA.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, beginning of year plan (BYP) projections, inspection strategies, planning meetings, program reviews, and national assessments of major program elements.
 - i. DSHW will include in its ongoing program implementation activities, unpermitted waste handling and management operations that may present significant environmental concerns. DSHW will evaluate, where appropriate, the use of Supplemental Environmental Projects (SEPs) that reduce emissions or discharges associated with persistent bioaccumulative and toxic wastes and other priority chemicals being released. DSHW will also consider issuance of orders to address upsets and episodic releases or emissions in accordance with current state laws.
 - ii. DSHW will work with the Region to contribute to the development of a national enforcement and compliance assurance strategy for the Metal Services sector.
 - iii. Region 8 will draft a preliminary report summarizing previous years' sector efforts and identifying next steps for the selected industry sectors.

- c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
- d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly, to share information, identify and solve problems, and engage in short-term planning efforts.
- e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

DSHW INDIVIDUAL SECTION ANNUAL GOALS

i. Hazardous Waste Facilities Section Annual Goal:

Strive to enhance the State/EPA partnership.

Measures:

- a. Adhere to the guidelines of the MOA and enforcement agreement.
- b. Maintain a high level of coordination and communication with EPA counterparts on administering all aspects of the program.
- c. Ensure EPA is made aware of training and technical assistance needs.

ii. Commercial/Federal Facilities Section Annual Goal:

Meet all Department and Division annual and strategic goals. Work on improving the Section's relationship with EPA Region 8.

Measures:

- a. Obtain and provide, in a timely manner a copy of the Department and Division goals to all staff and encourage an open dialog about what the goals mean.
- b. Complete all Department and Division goals that apply to the C/FF section.
- c. Work on understanding the needs and concerns of EPA and the local government.

- d. Provide information as requested to educational facilities, civic groups and other Utah citizen organizations.

iii. Chem Demil Section Annual Goals:

Establish good relationship between section personnel and parties interested or concerned with program activities and related regulations.

Measures:

- a. Provide leadership to the State and nation by becoming experts in fields of incineration, quality assurance / quality control, risk assessment, and chemical agent demilitarization and remediation.
- b. Improved working relationship with EPA staff.
- c. Improved coordination with local health departments.
- d. Up-to-date information on facilities provided to Board members.

Enhance working relationship with regulated facilities.

Measures:

- a. Improved communications to obtain better submittal of data.
- b. Continued self-reporting of unusual or non-compliant situations at the facilities.
- c. Shorter turnaround time for submitted plans and modifications.

iv. Used Oil Section Annual Goals:

Partnership with local health departments to promote the proper recycling of used oil and protect the environment. Work with local health departments to develop effective used oil work plans as part of the Environmental Services Delivery Plan.

Measures:

- a. Negotiate individual used oil work plans by May 31, 2005.
- b. Final used oil work plans are agreed upon by July 1, 2005.

v. Solid Waste Section Annual Goal:

Work with EPA to coordinate national programs and incentives to meet the requirements for environmental protection in Utah.

Participate on ASTSWMO solid waste task forces that have influence and contact with EPA solid waste staff and programs.

Measures:

- a. Task Force membership
- b. EPA contacts made

Continue to work with EPA on Landfill Methane Outreach Program

Measures:

- a. Meetings with landfills on landfill gas projects
- b. Contacts with EPA Landfill Methane Outreach Program

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DSHW STRATEGIC GOAL:

Develop statutory and regulatory authorities to qualify for continued program authorization.

Measure:

Updated program authorization is granted by the federal government.

DSHW ANNUAL GOALS:

- 1. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2004 and which require adoption by the Solid and Hazardous Waste Control Board.

- b. Rulemaking process will be completed by August 2005.
- 2. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.

Measures:

- a. Submit final authorization application for Addendum 12 by March 31, 2005.
- b. Draft authorization application for Addendum 13 will be submitted to EPA for review and comment by June 30, 2005.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Facilities Section Annual Goal:**
Provide assistance in the adoption of new hazardous waste rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measure:

Maintain knowledge of new hazardous waste rules that are critical to program implementation.

- ii. **Chem Demil Section Annual Goal:**
Improve regulatory process through involvement in rulemaking.

Measures:

- a. Provide comment on proposed rules.
- b. Develop new rules when needed to achieve protection of human health and the environment.

- iii. **Used Oil Section Annual Goal:**
Work with EPA to ensure continued state primacy for used oil program. Adopt appropriate used oil regulations promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. Review rules and recommend changes, if necessary, to remain protective of public health and the environment.

- b. Provide comments on proposed federal used oil rules.
- c. Review statute and, if necessary, recommend changes to continue the promotion of used oil recycling and the protection of public health and the environment.

iv. Solid Waste Section Annual Goals:

Maintain and update, as necessary, solid waste program authority. Review changes to federal solid waste program and assess impact on Utah and need to modify Utah program.

Measure:

Days to evaluate rule.

Propose rule changes to the Solid and Hazardous Waste Control Board as needed to implement federal rules and maintain state flexibility.

Measures:

- a. Make recommendation on Utah rule changes, if any.
- b. Identify legislative issues affecting the solid waste program to be addressed in the 2005 Legislative session.

Measure:

Legislative needs identified and relayed to the Department for inclusion in Department legislative package.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.

Measures:

- a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.

- b. Adequate resources combined to fully implement Environmental Service Delivery Plan.

DSHW ANNUAL GOALS:

- 1. Strong positive relationship established among DSHW, local health departments, and EPA.

Measures:

- a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
 - b. Division Director and/or other appropriate staff meet with each local health department at least annually.
 - c. Coordinate partnership efforts among the Division, local health departments, and EPA.
- 2. Local governments will be informed concerning solid waste, used oil programs, etc., in order to be able to comply with appropriate regulations and plan for future needs.

Measures:

- a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
- b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Work with Local Health Departments (LHD), State Agencies and EPA to assist and provide expertise in hazardous waste management programs.

Measures:

- a. Section staff will participate, when invited, with local government organizations, at seminars and training meetings, as well as respond to individual requests for information.

- b. Invite participation of local health department staff to help with and assist in hazardous waste generator inspections and compliance assistance.

ii. Hazardous Waste Facilities Section Annual Goals:

Develop and maintain strong positive partnerships with local health departments.

Measures:

- a. Provide local health departments with the opportunity to participate when conducting inspections at the hazardous waste treatment and storage facilities in their areas of jurisdiction.
- b. Ensure directors of local health departments are copied on correspondence related to hazardous waste treatment and storage facilities located in their area of jurisdiction.

Keep local governments informed about the hazardous waste program.

Measures:

- a. Participate in training meetings and regular seminars with local governments.
- b. Solicit input from local governments regarding proposed rules.

iii. Commercial/Federal Facilities Section Annual Goal:

Improve the efficiency of the Section's compliance and permitting services by strengthening relationships with the local health departments.

Measure:

Provide the opportunity for local health departments to participate in our regularly conducted inspections by contacting them at least once per year and informing them of how we conduct inspections and providing them an opportunity to attend any inspection that they desire.

iv. Used Oil Section Annual Goals:

Provide local health department with the training necessary for them to fulfill the requirements of their individual used oil work plans in the Environmental Services Delivery Plan.

Assist in providing technical and non-technical training to local health departments, industry, local governments, or other groups.

Measures:

- a. Provide local health departments with the opportunity to participate when conducting inspections at used oil facilities and collection centers.
- b. Ensure directors of local health departments are copied on correspondence pertaining to used oil facilities and activities in their areas.
- c. Visit with local health departments and/or perform joint inspections at least two times per fiscal year.

Provide information and assistance to the public, local governments, health departments and others to improve understanding of the used oil program, and specifically the DIYer program.

Assist counties, local officials, legislators and the public in understanding the DIYer program.

Measures:

- a. Maintain a list of number of used oil presentations given.
- b. Maintain a list of number of used oil steering committees held.
- c. Maintain a list of public education/outreach tools that were implemented during the fiscal year.

Written information provided to local health departments and local officials.

Measures:

- a. Updates of DIYer used oil collection center lists, Used Oil Drip newsletter, copies of all correspondence with used oil facilities located in LHD areas, regulatory updates, etc. are provided to local health departments and local officials when requested. Current information is also available directly from the used oil section Web page.
- b. Semiannual reports provided to local health departments documenting progress on tasks outlined and agreed to in work plans. Assistance is provided when requested.

v. Solid Waste Section Annual Goals:

Provide local Health Departments with the training necessary for them to fulfill the requirements of the work plan.

Assist in providing technical and training to operators and local health departments, through waste industry associations, industry, local governments, or other groups.

Measures:

- a. Number of training sessions held.
- b. Number of joint inspections conducted with local health departments.
- c. Visits made to local health departments and other local governments.

Provide information and assistance to the public, local governments and health departments to improve the waste tire recycling program. Assist counties, recyclers, and local health departments in understanding the opportunities and requirements provided in the Waste Tire Recycling Act.

Measure:

Number of meetings with counties and local health departments.

Send quarterly updates of recycling activities and tire transporter list to local health departments

Measure:

Yearly update information sent to all local health departments and other interested parties by end on the month following the end of the fiscal year

Create and maintain guidance documents on the division Web page.

Measure:

Documents are placed on Web page and kept up to date.

EMPLOYEES

DSHW STRATEGIC GOAL:

Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.

Measures:

- a. Employees' assessment of job satisfaction will be solicited.
- b. Individual performance standards will reflect strategic and annual goals.

DSHW ANNUAL GOALS:

- 1. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.

Measures:

- a. Employees' statements and actions reflect strategic and annual goals and DEQ/DSHW policies and procedures, including the DEQ operating principles.
- 1. Annual performance reviews are based on performance standards.
- 2. Provide appropriate training to employees to increase and foster professional development.

Measures:

- a. Name and number of employees attending training will be maintained.
- b. Skills and abilities of staff will increase as demonstrated by work individual products.
- 3. Problems will be solved through cooperative effort of division staff.

Measures:

- a. Appropriate Quality Action Teams and other problem-solving teams will be used.
- b. Input from staff will be solicited on issues affecting entire Division.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Management Section Annual Goal:

Have staff that is adequately trained and empowered to do their job effectively and are given appropriate recognition.

Measures:

- a. Meet the Division goals for employee training and recognition.
- b. Provide training in section meetings and identify specific training needs and opportunities.
- c. Encourage and reward staff for innovative ideas, solutions, and proactive approaches to meet goals and objectives, including customer/stakeholder needs.

ii. Hazardous Waste Facilities Section Annual Goal:
A highly trained professional staff.

Measures:

- a. Identify staff training needs as they develop and find, recognizing budget constraints, a way to address them.
- b. Increased skills and abilities of staff.

iii. Commercial/Federal Facilities Section Annual Goals:
Adequately train staff to do their job effectively.

Measures:

- a. Identify mandatory, critical, and useful training needs throughout the year as they become available.
- c. Provide mandatory, critical, and useful training as budget allows.

Provide the opportunity for staff members to participate in flexible work schedules, telecommuting, and exercise time to help maintain individual staff ability to function at their fullest potential.

Measure:

Provide the opportunity for section staff to telecommute and work flexible schedules while maintaining office coverage and completing section goals.

Conduct section staff meetings as needed.

Measures:

- a. Keep staff informed of C/FF issues.
- b. Keep staff informed of proposed/new rules.
- c. Provide opportunity to discuss C/FF deadlines, problems, and accomplishments.
- d. Provide advance notice to new changes or procedures.

Provide opportunity to recognize quality work and assess job satisfaction.

Measure:

Conduct quarterly reviews with section staff to recognize work accomplished and to assess job satisfaction.

- iv. **Chem Demil Section Annual Goals:**
Successful, professional staff. Properly trained.

Measures:

- a. Identification of mandatory, critical, and useful training needs.
- b. Identification of training opportunities to meet needs.
- c. Development of training courses where none are available.
- d. Tracking of training achievements for section personnel.

Committed and productive staff.

Measures:

- a. Staff works well together and recognizes the value of teamwork.
- b. Staff complies with rules and policies of State employment.
- c. Staff recognized for their quality work and accomplishments.

- v. **Used Oil Section Annual Goals:**
Develop and maintain appropriate staff expertise to accomplish assigned tasks and assist customers needs. Review and determine staff training needs and opportunities.

Measure:

Identify staff training needs and determine if training is available or being offered during the fiscal year.

Subject to budget restraints and availability of specific training courses and classes, obtain training for employees.

Measure:

Name and number of employees attending training will be maintained.

Recognize employees for quality work. Implement employee quality recognition tools.

Measure:

Number of employee quality recognition tools awarded (incentive awards, on-the-spots awards, administrative leave, etc.)

- vi. **Solid Waste Section Annual Goals:**
Have a trained staff to assist all customers.

Define staff training needs.

Measure:

Training needs document prepared by August 15, 2004.

Subject to budget restraints, obtain training defined in the training needs document.

Measure:

List training received.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

Facilitate policy makers as pro-active participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DSHW in development and implementation of relevant waste management programs environmental policy issues.
4. Policy makers' trust in DSHW is developed and enhanced.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Facilities Section Goal:

Develop partnerships and maintain good lines of communication with policy makers.

Measures:

- a. Keep policy makers informed on program issues that require policy development.
- b. As requested, participate in policy development.

ii. Commercial/Federal Facilities Section Annual Goal:

As requested, provide up-to-date information to Board Members and elected officials on issues dealing with C/FF.

Measures:

- a. Provide informative Board packets to the support staff prior to the Board meetings.
- b. Provide information as requested and in a timely manner to all elected officials on C/FF issues as requested.
- c. Keep Internet information on facilities, permits, board issues, etc. updated and readily accessible to board members, elected officials, facilities, and the general public.

iii. Used Oil Section Annual Goals:

To enhance Board members and Legislators understanding of the used oil program by providing them with necessary information to make informed decisions.

Provide educational, rulemaking and enforcement information to the Board in the form of documents and presentations to keep members informed and updated on recent activities within the section.

Measures:

- a. Printed material will be provided in a timely manner to the appropriate secretarial staff to meet the Board mailings.
- b. All material provided to the members will be accurate, grammatically correct and presented in a professional manner.
- c. When necessary, appeals will be brought to the Board for discussion and action.

Identify and develop legislative issues and initiatives and prepare pertinent briefing packets for the 2005 Legislative session.

Measure:

Legislative needs identified and briefing packets are accurate and complete and prepared in a timely manner.

**DIVISION OF WATER QUALITY
ANNUAL GOALS
July 1, 2004 to June 30, 2005**

Mission:

Protect, maintain and enhance the quality of Utah's surface water and ground water to allow appropriate beneficial uses, and protect public health while giving reasonable consideration to economic impacts.

1. Improve and Enhance DWQ Employee Resources.

Measures:

- a. Insure that all DWQ employees receive DEQ training (as scheduled) (Branch Mgrs & Admn Secretary).
- b. Effectively utilize incentive awards and ASAs to recognize employees. (Ongoing)
Review Incentive award status – (1-15-05 and 4-15-05)
- c. Establish and implement a Division tracking system for P.E. continuing education requirements and report progress to DEQ annually. (7/1/04) (Stacy & Acct. Tech)
- d. Provide cross-section and Division orientation for each new employee. (Ongoing)
(Stacy and Section Managers)
- e. Provide every employee with at least one professional development training opportunity annually. (Ongoing)

2. Foster integrated information management and 24 hour service through the internet.

Measures:

- a. Complete enhancements to the ground water compliance database to allow electronic reporting of DMRs and generation of compliance reports. (6/30/05) (Rob).
- b. Establish a workable mailing list system for DWQ. (8/31/04)(Randy)
- c. Initiate the PCS/ICIS migration by developing grant funding and a work plan. (8-31-04)(Randy & Permits)
- d. Complete needed enhancements to the electronic stormwater permitting system. (10/1/04) (Tom R.)
- e. Work with DEQ IT to improve relationships and IT service delivery. (10-1-04)(Division Director & Randy)

3. Implement Core Programs in an efficient and professional manner.

Measures:

- a. Maintain high level of customer responsiveness as documented by submission of response tracking reports by the 10th of each month. (Section Managers)

- b. Operate programs in a manner to facilitate customer satisfaction as evidenced by minimizing complaints, permit appeals, etc., and maximizing positive feedback. (Ongoing)
- c. Implement programs effectively in accordance with rules and statute to protect water quality. (Ongoing)
- d. Implement a streamlined one-stop energy permitting approach under coordination of DEQ. (Ongoing) (Dennis, Kiran, Mike Herkimer)
- a. Maintain an effective working relationship with EPA and local health departments. (Ongoing)

4. Establish an effective Biological Monitoring Program.

Measures:

- a. Determine the biological sampling to be done this fall and the purpose by involving internal stakeholder participation (7/01/04) (Richard)
- b. Establish a strategy with milestones and schedule to develop the necessary metrics and evaluation procedures to utilize and interpret biological data in Utah. (7/15/04) (Richard, Jeff)

5. Accomplish an effective program for completion and implementation of TMDLs.

Measures:

- a. Implement the TMDL/GIS database (9/01/04) (Harry J, Jim H.)
- b. Track and complete scheduled TMDLs for listed water bodies.
- c. Watershed coordinators will monitor and manage implementation activities for completed TMDLs by establishing implementation milestones, identifying milestone leaders and tracking their completion. Tracking reports will be submitted to Division of Water Quality managers and others on July 1 and January 1.
- d. Maintain sound fiscal management of contracts by tracking contract amount, expenditures to date and availability of funds to meet obligations via quarterly reports. (Ongoing Harry & Stacy)
- e. Submit a quarterly status report of TMDLs progress. (7/01/04, 10/01/04, 1/02/04 and 04/01/04).

6. Complete necessary rulemaking and policy development with effective stakeholder involvement.

Measures:

- a. Modify 317-4 to allow RGF treatment systems. (9/30/04) (Kiran)
- b. Modify 317-2 to incorporate E Coli and resolve UPDES permit requirements for bacteria. (6/30/05) (Mike R & Bill M)
- c. Complete modification of 317-6 to change class I protection levels. (8-30-04)(Rob)

- d. Modify 317-1, effluent reuse rules to allow a BOD/TSS variance for Type II water and to change monitoring requirements. (12/1/04) (Walt)
- e. Prepare a strategy including milestones and dates to complete NPS management plans for Mining and Stormwater. (7-15-04)(Mike)(Dennis).
Complete the above plans by (6-30-05)(Mike)
- f. Establish a written enforcement guidance policy with EPA comment for CAFOs, Stormwater, and biosolids. (4-15-05)(Randy, Mike)

7. Implement the AFO/CAFO Strategy.

Measures:

- a. Develop a short, easy to read, fact sheet to summarize progress. (10-01-04)(Rand)
- b. Track progress of potential CAFOs and initiate necessary actions with our partners. (2-01-05)(Peter)
- c. Promote partner funding and resources for potential CAFOs. (Ongoing)

8. Effectively implement the DEQ initiative on subdivisions and growth with local health departments.

Measures:

- a. Establish a time schedule and mechanism to complete a model ordinance. (8/30/04)(Walt, Bill)
- b. Develop Legislation and rulemaking schedules. (8/30/04) (Walt)
- c. Develop a detailed plan and schedule to carry out education activities. (8/30/04) (Walt)

9. Implement a successful underground wastewater system program.

Measures:

- a. Work with USU to manage training to meet licensure requirements. (Ongoing)
- b. Working with the on-site wastewater committee, develop a schedule of actions (including rulemaking and any other activities) needed to move this program forward. (Plan and schedule due by 8/30/04) (Kiran)

10. Implement the Governor's Watershed Initiative.

Measures:

- a. Hold watershed restoration activities in each of the targeted 25 watersheds (11/15/04)(Shelly)
- b. Provide a written summary of the initiative's activities. (12-31-04)(Shelly)

11. Formulate a Means for the Water Quality Board to Assist Communities Develop their Quality Growth Plans.

Measures:

- a. Develop model sewer management plan. (5/1/05)(Ed)
- b. Foster participation in the MWPP. (Ongoing)(Paul)
- c. Allocate funding to communities to promote good wastewater planning.
(4/1/05)(Ed)
- d. Strengthen community outreach activities. (Ongoing)(Ed, Shelly)

f:\wq\fbell\wp\donost\dwq admin\2004-2005 DWQ Goals\annualgoals2004-2005.wpd

DEPARTMENT OF ENVIRONMENTAL QUALITY

EXECUTIVE DIRECTOR'S OFFICE FY 2005 GOALS

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

- a. Necessary statutes, rules, and guidance exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

- a. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

EDO

Provide an environmental vision for Utah and provide leadership for sustainable environmental quality.

Measures:

- a. Encourage accountability for problem solving at all levels.
 - 1. Application of operating principles
 - 2. "Strategic" thinking
 - 3. Mid-year reviews with Divisions and Offices

- b. Customers perceive that DEQ programs are fair and protective of health and the environment - "ask them".
 - 1. Individual wastewater/alternative systems.
- c. Congressional and legislative goals are accomplished (get resources and laws we need.)
 - 1. Sunset reviews – check statutes for sunset dates
 - 2. Coordination during election transition – briefing information
 - 3. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- * Recognize that customers include the regulated community, stakeholders, co-workers, and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely and accurate information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work with customers to solve problems.

Measures:

- a. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs, and provides appropriate environmental protection.
- b. Customer service feedback.
- c. Customer input and feedback during informal and formal stages of rulemaking.

EDO

- 1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.
 - Reinforce the inter-relatedness of environmental problems and the interdependence of offices and divisions.
 - Recognize successful collaborative problem solving.
 - Work with Governor's office and legislators
 - Follow-up on legislative priorities
- 2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.
 - Are we meeting their needs?
 - What else do they need from us?
 - Have you seen a change - is it going the right way?
 - Have we shared feedback?

3. Recognize good work of division directors/managers throughout Department and employees in Department offices.
 - Use recognition other than money.
 - Use money.
 - Provide leadership in establishing and implementing QAT recommendations.
 - Compile list of state and national awards, application dates and requirements for early preparation
4. "Go the extra mile" to help customers.
 - Ensure prompt response to letters, phone calls and inquiries. Follow-up.
 - 7 working days response to correspondence from Gov office and EDO.
5. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Bill and Dianne.
 - Division and Office directors have calendars available electronically
6. Develop and implement customer service training for Department receptionists (Deb and Bev).
 - Re-write customer service training manual.
 - Meeting will be scheduled to meet with Department secretarial staff.

Measures:

- a. DEQ solicits customers= opinions.
- b. Customers accept our recommendations.
- c. Division/office directors ensure prompt and complete customer service.
- d. Receptionists are valued first-contacts in the Department.
 1. Follow up meeting with front desk workgroup. Evaluate with Valeria, Eva, Shane and Laurie--is it working?
 2. Create a new visitor name badge.

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

EDO

1. Actively promote State/EPA/local partnerships in planning and implementing environmental programs that meet Utah=s needs.
2. Inform Governor, Legislators and Congressional Delegation of successful state/federal partnerships and request assistance as needed to maintain workable state/federal relationships.
3. Focus on areas of challenges to working together.

Measures:

- a. Establish and maintain regular communication with federal and local partners.

- b. Regular communication with division directors and office directors to support programs (measure could be added value but no interference with management of program.)
 - 1. Open Forum for Division and Office Directors with Dianne and Bill each Monday from 11:00-12:00 to discuss issues.
- c. Problems are solved by partners.
- d. Problems are solved at the appropriate level. They are elevated to Department (EDO) for conflict resolution only after all reasonable attempts of resolution at division/office level have been exhausted.
- e. State leaders are informed on environmental issues and they support Department recommendations.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- * The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.

EDO

- 1. In the course of doing business, ask local government officials how we are doing.
 - a. Bill will visit each LHD individually. Division Directors will be invited.
- 2. Continue LHD initiatives in SW Utah and the Uintah Basin.
- 3. Partnership Council.
 - Identify policy issues and work for solution.
 - Recommend and support implementation of QAT actions.
 - Utilize Partnership Council as part of the planning process.
 - Advocate EPA-DEQ-LHD partnership to address community issues.

4. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.
5. Emergency Response/Homeland Security.
6. Delivery Plan/Contract.
Work with divisions and local health departments to develop mutually accepted plans as a basis for contracts.
7. Provide list of those persons up for election or re-election in state, county and city elections as available.

Measures:

- a. Implementation of QAT recommendations.
- b. Partnership council meets on an ongoing basis.
- c. Identification of priorities/problem solving (track actions).
- d. Feedback from local health departments and local government on DEQ environmental programs.
- e. Delivery plans are revised and used as the work plan for the DEQ/LHD contracts.
- f. Address priorities identified by community-based partnerships.
- g. Assist in developing additional LHD and local government capacity to determine environmental services and programs.
 - 1) Training needs justified and addressed
 - 2) Liaison functions between local and federal government as appropriate
 - 3) Assist in obtaining appropriate federal funding assistance for local health department and tribal projects associated with partnerships.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.
- * DEQ actively promoted wellness.
- * Employees will perceive DEQ as a desirable place to work.
- * DEQ is effective in recruiting and retaining quality employees.

Measures:

- a. Employees' feedback and wellness survey.
- b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- d. Employee recognition programs are in place, utilized, and meet employee and management needs.
- e. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

EDO

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors - be proactive.
2. Establish quarterly meetings for communicating with Division Directors' secretaries. Identify problems and resolve.
3. "Ask the Director" quarterly meetings.
 - a. DRN/Bill to attend other meetings as requested.
4. Expand and strengthen Quality Council's role and responsibilities.
 - a. Implement occasional "45 second drill".
 - b. Implement Quality Council communication recommendations, communicate progress to employees.
 - c. Plan and oversee implementation of TQM.
5. Expand and strengthen the EDO Quality Council (Executive Director's office, OSS, OPPA and HRM.)
Meet one hour once a week as a Quality Council.
6. Implement leadership development plan.
7. Provide opportunities for training and professional development.
 - a. Identify training and professional developments needs in performance plans for all employees.
8. Establish and emphasize the DEQ Operating Principles as the way of doing business for all DEQ activities.
9. Enhance the leadership and management skills of DEQ=s management team.
10. Compile file of recognitions which could be submitted: Employee of the Year, Manager of the Year, national awards, etc.

Measures:

- a. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
- b. Establish clear agendas for Quality Council
Get feedback.
Track kinds of training given to Quality Council
Track Quality Council role in TQM implementation.
- c. Track meeting coordination and do Alessons learned≡ debriefing.
- d. Training and professional development needs are identified and tracked through performance plans.
- e. Leadership Development
Managers feel that they have tools and ability to more effectively lead and implement the Department vision.
Managers participate in leadership development through training and mentoring.

**ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS)
UNDERSTANDING OF ENVIRONMENTAL ISSUES**

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

4/26/04

**DEPARTMENT OF ENVIRONMENTAL QUALITY
OFFICE OF HUMAN RESOURCE MANAGEMENT
STRATEGIC AND ANNUAL GOALS
May 2004**

ENVIRONMENT

Establish clear, implement able criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

OHRM STRATEGIC GOAL:

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

Measures:

1. Procedures developed.
2. Employee and supervisor feedback.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work in customers to solve problems.

Measures:

1. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

OHRM STRATEGIC GOAL

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

- A. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.
- B. Evaluate policies and procedures

- C. Improve communication with internal and external customers.
- D. Make timely decisions.
- E. In partnership with DHRM, develop operating contract.
- F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- G. Utilize Utah Job Match to provide the Qualified Applicants.

Measures:

- 1. Procedures developed.
- 2. External and internal customer feedback.
- 3. Re-engineering provides successful, understood transition of Class/Comp. to skill-based class/comp., process.
- 4. Customer Feedback.
- 5. Contract goals followed
- 6. Operating principles are displayed and utilized as part of business practice.

OHRM ANNUAL GOAL:

Review, revise and develop policies and procedures enhancing customer service.

Measures:

- 1. By 10/1/04 review current policies to insure compliance with new State and Federal requirements.
- 2. By 10/1/04 identify policy needs.
- 3. By 11/1/04 develop or amend needed policies/procedures.

4. Within 120 days of issue, policies will be developed and processed for implementation.
5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.
6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
7. Adhere to all provisions of the DHRM delegation agreement.
8. Active involvement in State consortiums, committees, and task forces.
9. As requested, assist State and local governments with committees, training, classification and other HR issues.
10. Receive positive feedback.
11. OHRM will provide information to employees on a regular basis.
12. Group wise folder developed and distribute to employees, update regularly.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- *Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for manage the environmental impacts of growth.*
- *The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.*
- *Focus on teamwork and partnership in identifying and resolving problems.*
- *Measures:*
 1. Key problems identified by government partners are addressed and solutions developed and implemented.

2. Effectiveness of the Environmental Service Delivery Plan in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

OHRM STRATEGIC GOAL:

OHRM revise/review and coordinate statewide Department trip reduction program.

Measures:

1. Trip reduction information provided and distributed to employee/customers.
2. Drive alone rates are reduced.
3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.
4. ECO passes advertised and utilized by employees.

ENHANCE POLICY MAKERS" (LEGISLATURE< OTHER ELECTED OFFICIALS< AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES.

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
1. Relationships with policy makers are developed and understanding of environmental issues enhanced.
2. Policy makers work with DEQ in development and implementation of environmental policy issues.
3. Policy makers' trust in DEQ is developed and enhanced.

OHRM STRATEGIC GOAL

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

Measures:

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.
2. Customer feedback.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- *DEQ actively promotes wellness.*
- *Employees will perceive DEQ as a desirable place to work.*
- *DEQ is effective in recruiting and retaining quality employees.*

Measures:

1. Employee feedback and wellness survey.

2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.
6. Wellness programs are developed in conjunction with Healthy Utah.

OHRM STRATEGIC GOAL:

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

Measures:

1. Course assessments.
2. Employee interest.
3. Attendance.
4. Needs assessment.
5. Programs utilized.

OHRM ANNUAL GOAL:

Review, revise, assess and develop applicable training programs.

Measures:

1. Corrective action/discipline training will be offered quarterly.
2. Sexual Harassment Avoidance training will be offered quarterly.
3. Recruitment/ADA/Selection training will be offered quarterly.

4. Driver Safety training will be offered quarterly.
5. Telecommuting training will be offered as requested.
6. Certified Public Management training will be offered quarterly.
7. HRM/Department rules/regulations training will be offered annually.
8. Leadership/liability training programs are developed and presented.
9. Utah Skills Match training provided to all employees.
10. Customer service training provided.
11. Feedback
1. Brown Bag sessions held on monthly basis.

OHRM STRATEGIC GOAL:

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

Measures:

1. Employee feedback.
2. Programs in place.
3. Program utilization.
4. Staff meetings are called quarterly with division management team.
5. Benefit information updated and communicated to employees.
6. Procedures are followed according to training.
7. Liability issues are reduced.
8. Organize, maintain, and coordinate ETC efforts for DEQ.

OHRM ANNUAL GOAL:

Fair and consistent application of services and programs provided by the Department.

Measures:

1. Review, revise, and establish programs to recognize employee contributions.
2. Provide a quarterly summary of monetary awards to each Division/Office director.
3. Maintain an applicable employee assistance wellness referral program.
4. Provide confidential problem resolution services, and appropriate referral services.
5. Fair, equitable, consistent services will be provided to all employees.
6. Provide service awards annually.
7. Provide employees with a wider selection of service awards.
8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.
9. Operating Principles are utilized in conducting business.

OHRM STRATEGIC GOAL:

Maintain complete, orderly, and confidential personnel records, which document employee performance, record benefits, employee development, training and compensation.

Measures:

1. Records are complete.
2. Records are retrievable.
3. Records are accessible.
4. Employee feedback.
5. Employee profile utilized.

OHRM ANNUAL GOAL:

IT ANNUAL GOALS FY2005

IT STRATEGIC GOAL:

Support the Department of Environmental Quality's mission by providing DEQ, regulated entities, and the public with simple access to accurate information that answers environmental questions and improves the way DEQ does business. We will accomplish this by:

- Provide technical support for business decisions by using the principles of Environmental Information Management Initiative (EIMI).
- Ensure DEQ network resource availability and functionality in support of DEQ business processes.
- Support the development and evolution of technology and information standards that can have benefit DEQ and it's mission.
- Provide support to DEQ by providing IT tools and resources that can enhance programs with a coordinated effort when every possible.

FY05 IT ANNUAL GOALS:

1. Provide technical support, and leadership in selecting and implementing an electronic document management system to be made available for all divisions and programs of DEQ.
2. Develop a technical proposal for the development and promulgation of mobile computing on a department-wide basis.

This will include bringing wireless nodes into DEQ buildings for local, secure, wireless access to the DEQ network. We will also continue to investigate wireless access for DEQ employees while doing fieldwork. IT will also begin full support of DEQ PDA computing devices as it relates to mobile computing.

3. Successfully flow Facility Registration System and National Emissions Inventory data to the EPA Central Data Exchange. Facilitate additional flows as business needs arise.
4. Assist in the modernization of the Drinking Water Information System (SDWIS) by providing Project management and programming services.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF PLANNING & PUBLIC AFFAIRS

FY 2005 GOALS

PPA MISSION:

Enhance the effectiveness of the Department and Divisions by partnering in community relations, media relations, pollution prevention, public education, planning, small business assistance, and environmental justice.

ENVIRONMENT

PPA STRATEGIC GOAL #1:

Promote environmental excellence by partnering with the Department and Divisions in policy and planning initiatives.

PPA PLANNING GOALS:

1. Provide planning support to statewide initiatives.

Measures:

- a. Coordinate DEQ participation in Walker Work Plan, Legislative initiatives, Envision Utah, Utah Quality Growth Commission, 21st Century Communities, Utah Tomorrow, and others opportunities that arise.
- b. Coordinate information and issues from statewide initiatives through appropriate DEQ channels.

2. Provide planning support for DEQ initiatives.

Measures:

- a. Maintain community-based planning efforts.^{CBEP}
- b. Identify and implement pollution prevention cross-media projects.^{P2}
- c. Incorporate environmental indicators into Local Health Department contracts and the Performance Partnership Agreement (PPA).
- d. Coordinate completion of the FY 2005 PPA.
- e. Coordinate completion of End-of-Year report for FY 2004 PPA.

- f. Continue supporting EIMI initiative.
3. Provide policy support for DEQ initiatives.

Measures:

- a. Assist with tribal relations, Environmental Justice, Sustainable Communities, and CBEP issues.
- b. Assist with Environmental Council of States (ECOS) and other national policy initiatives, as requested.
- c. Support implementation of Clean Utah!
- d. Participate in statewide Homeland Security planning efforts, including bioterrorism.

PPA STRATEGIC GOAL #2

Promote environmental excellence by facilitating integration of Pollution Prevention initiatives in DEQ and throughout the state.

PPA POLLUTION PREVENTION ANNUAL GOALS:

1. Promote and Support Environmental Management Systems (EMS) and Clean Utah! Initiatives

Objectives:

- a. Adoption of sustainable practices by business and improved environmental performance.
- b. Showcase environmental improvements through Clean Utah!

Measures:

- a. Number of Clean Utah! new partners
- b. Number of EMS audits completed
- c. Number of project promotional presentations completed
- d. Reductions in pollutants in recreational areas and schools.
- e. Pollution reductions in Utah business industry.

f. Pollution reductions at DEQ.

2. Develop and Support Statewide Partnership Efforts

Continue to develop and foster partnerships throughout Utah. While we maintain many partnerships, Utah will work to increase partnerships to new areas and industries where we have not done so in the past. By working in partnership with many groups, Utah's P2 program is able to "do more with less".

Objective:

Improved environmental awareness. Allow Utah's P2 programs to better inform, improve and influence other groups/agencies goals and priorities.

Measures:

- a. Number of ongoing partnerships as well as number of new partnerships.
- b. Number of participants in Utah P2 sponsored conferences and workshops. This includes effectiveness of the workshops and will be demonstrated using evaluation forms.
- c. Number of P2 award nominations received for annual P2 award recognition program.
- d. Completion and distribution of EPA P2 measurement tool. This will greatly improve accuracy of information and reductions nationally.

3. Encourage Pollution Prevention to Utah Citizens Through Programs that Target the Reduction of Special Wastes.

Objective:

To reduce the amount of contact and improper disposal of wastes that can cause human health concerns and environmental pollution.

Measures:

- a. _____ Amount of mercury collected and properly disposed of.
- b. Amount of used oil collected and properly disposed of.
- c. % reduction in lead contamination in children in Utah.

4. Continue to Support and Promote the Use of Supplemental Environmental Projects (SEP) in Utah.

Objective:

Direct environmental improvement due to enforcement action, flexibility, and innovative problem solving.

Measures:

- a. # of SEP's that DEQ uses during FFY05.
 - b. Reductions in pollutants from SEP's during FFY05.
 - c. Improvements in reporting and tracking procedures.
5. Administer P2 grant by Preparing Applications and Quarterly Reports, Monitoring, Budget and Providing DEQ Oversight for P2 Initiatives.

Objective:

Improved tracking of P2 dollars and their effectiveness in preventing pollution.

Measures:

- a. Completed grant requirements.
- b. Completed state budget review and planning.
- c. Positive feedback from EPA and state grant/finance offices.

PPA STRATEGIC GOAL #3:

Promote a sustainable relationship between economic development and environmental protection by coordinating work with small businesses and related organizations.

PPA SMALL BUSINESS ASSISTANCE GOALS:^{SBA}

1. Facilitate the development of the DEQ small business assistance policy.

Measures:

- a. Promote public participation through the Compliance Assistance Panel, DEQ Boards, and other entities.
- b. Coordinate development of consistent small business assistance policies within DEQ and emphasize cross-divisional focus in all outreach activities.

- c. Maintain Business Assistance home page.
 - d. Coordinate with other business assistance providers and professional associations.^{SBA}
2. Serve as small business ombudsman for DEQ.^{SBA}

Measures:

- a. Assist small businesses with DEQ permitting process and other programs as needed.
- b. Assist DEQ divisions with the development of appropriate outreach materials.
- c. Participate in outreach opportunities such as conferences, presentations, etc., to provide information to small businesses.
- d. Participate in pre-design conferences.
- e. Promote cross-media small business assistance within DEQ.

CUSTOMER SERVICE

PPA STRATEGIC GOAL #4:

Promote environmental excellence by providing public information and participation opportunities.

PPA PUBLIC EDUCATION ANNUAL GOALS:

1. Link public education projects across divisions.

Measures:

- a. Correlate 1-800 calls and DEQINFO e-mail inquiries to education initiatives.
 - b. Incorporate DEQ initiatives into Take Pride in Utah, NEF Debate Program, and Walker Watershed initiative.
 - c. Assess the response of targeted audience.
 - d. Coordinate redevelopment of DEQ display and department-wide participation in outreach opportunities identified in the communication plan.
2. Oversee content and coordinate information dissemination on DEQ home page.

Measures:

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup and IT.
- b. Update DEQ home page as needed, edit content, standardize pages, and assure that copy is written clearly and concisely, using Associated Press style guidelines.
- c. Coordinate update of DEQ Web standards.

PPA COMMUNITY INVOLVEMENT ANNUAL GOALS:

1. At the request of the Divisions, provide assistance in preparation and implementation of community involvement plans for specific projects and programs.

Measures:

- a. Conduct training, upon request, on community involvement issues.
 - b. Develop plans in conjunction with project or program manager.
 - c. Ensure community and other stakeholders are appropriately involved in the development and implementation of community involvement plans.
 - d. Administer survey or other feedback tool at the conclusion of each project to gauge success.
2. Ensure Environmental Justice (EJ) issues are incorporated into community involvement plans.

Measures:

- a. Assist with EJ questions as needed in coordination with EPA.
- b. Provide grant information to interested entities.

PPA MEDIA RELATIONS ANNUAL GOALS:

1. Coordinate DEQ media relations.

Measures:

- a. Ensure DEQ media policy is followed.
- b. Encourage reporters to use DEQ's public information office.
- c. Ensure staff uses DEQ's public information office.

2. Provide training for DEQ staff.

Measures:

- a. Provide coaching, feedback, and help with message development.
- b. Develop and provide media training to all Divisions.
- c. Ensure DEQ issues are covered in the media accurately.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL, AND TRIBAL GOVERNMENTS

PPA STRATEGIC GOAL #5:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

PPA LHD LIAISON ANNUAL GOAL:

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

Measures:

- a. Align Environmental Service Delivery Plan with DEQ Goals and Objectives.
- b. Coordinate signed contracts, MOUs, or updated sections of Environmental Service Delivery Plan.

EMPLOYEES

PPA STRATEGIC GOAL #6:

Promote environmental excellence through teamwork and mutual support by providing training and recognition.

Measures:

- a. Promote value-added roles for PPA staff in department activities.
- b. Provide training.
- c. Recognize teamwork and individual efforts.

PPA EMPLOYEE ANNUAL GOALS:

1. Create training opportunities and support participation in professional organizations.

Measures:

- a. Provide training.
 - b. Support participation in professional organizations.
2. Use staff meetings to share project information, encourage synergy, and recognize individual and team efforts.

Measure:

- a. Use formal/informal reward system to recognize and acknowledge individual and group achievements.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF SUPPORT SERVICES ANNUAL GOALS

MAY 2004 - May 2005

CUSTOMER SERVICE

DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information and clear direction to customers.
- * Involve customers in the rule making process.
- * Work in partnership to solve problems.

Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

OSS STRATEGIC GOAL:

Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- * Execute a formal procedure to identify our customer's needs.
- * Execute a procedure for evaluation of all our current procedures.
- * Improve coordination and communications with our current procedures.
- * Make timely decisions.

Measures:

1. Annual prioritized list of customer needs.
2. Customer feedback.

OSS ANNUAL GOALS:

1. We will make ourselves available to our customers in the Department to discuss the quality of our services and any gaps in the services we are providing.
2. The Budget Section will continue to work with SSC's and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and Forecasting System.
3. The Budget Section will work with the Fiscal analyst's office to update the program descriptions used in the analyst's budget recommendations and continue to carefully review the LFA's Excel and Access versions of the fee document to eliminate errors.
4. The Budget Section will prepare various analysis of historical budget reductions, unfunded program requirements, costs per FTE charts and other analysis as needed.
5. The Budget Section will develop a schedule of significant budgeting due dates.
6. The Budget Section will continue to update the Travel Procedures and implement new processes to improve the Travel System.
7. The Budget Section will produce monthly reports and charts detailing travel workload and Department travel expenditures.

8. The Budget Section will produce monthly budget forecasts in coordination with Division SSC's. These will be presented to management for review on a monthly basis beginning in October each year.
9. The Budget Section will review all travel reimbursements for accuracy and timeliness. Third party reimbursements will also be tracked and reported to management for necessary follow up action.
10. The Budget and Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse and other resources available to do budgeting and other financial research. This will enhance their ability to obtain timely financial information for making management decisions.
11. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings. The Finance Section will develop a monthly report on cash and investment balances and earnings.
12. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
13. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement. Outstanding receivable reports will be reviewed monthly.
14. The Finance Section will continue to audit the waste disposal fees that go into the Environmental Quality Restricted Account to ensure that the fees paid by the waste disposal facilities are complete and accurate.
15. The Finance section will continue to provide training and customer support for the DP1 system as necessary.
16. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
17. The Finance Section will review and monitor employee reimbursements of telephones for personal use.
18. The Finance Section will develop and track the following performance measures:
 - a. Timeliness of processing DP1's from purchasing review to placing of order.
 - b. Number of audit findings from State Auditor and State Finance audits.
 - c. Noncompliance with timeliness of deposits of cash receipts.
 - d. Noncompliance with timeliness of federal reporting requirements.

- e. Maximization of investment versus cash balance in restricted accounts.
 - f. Adherence to State Finance closeout schedule.
 - g. Number of transactions in FINET.
19. General Services will coordinate one annual facility-wide fire drill and work for the goal of achieving 100% participation. A complete employee evacuation should be held under the maximum acceptable time of 5 minutes.
 20. General Services will obtain 100% participation in the annual self-inspection survey by Division/Office Risk Management Committee members. All exceptions will be documented and follow-up on with corrective action plans.
 21. General Services will review, update and submit to Risk Management the annual Statement of Property Values by the due date of May 2, 2005.
 22. OSS will process cash receipts within three days of receipt of money.
 23. The office will compile an annual report for the Executive Director describing activities, accomplishments and statistics on processes completed.

EMPLOYEES

DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employee participation and continued involvement are encouraged.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.

Measures:

1. Employees' feedback.
2. Individual performance standards reflect annual goals, and

performance reviews are based on those performance standards.

3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized and meet employee and management needs.

OSS STRATEGIC GOAL:

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- * Standards must be established and followed for communicating pertinent information to each employee in the office.
- * Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- * Develop within existing resources the most efficient professional development program possible.
- * Employees will continue to be part of the problem-solving process and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development.
3. Quarterly meeting with all employees to discuss problems and solutions.

OSS ANNUAL GOALS:

1. Semi-annual meeting with all employees of OSS will include the following discussions:
 - a. Status of progress toward achievement of OSS annual goals.
 - b. Employee suggestions for procedural enhancements.

- c. Status of the Department's and various Division's progress toward achievement of annual goals.
 - d. Other department/office initiatives.
- 2. Effectively utilize the Department's Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to the importance of employee rewards and recognition.
- 3. All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
- 4. The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL:

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- 1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- 2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

OSS STRATEGIC GOAL:

OSS will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

OSS ANNUAL GOALS:

1. The office will continue to be involved in the development and rewrite of Federal regulations and policies and procedures of EPA.
2. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership identifying and resolving problems.

MEASURES:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

OSS STRATEGIC GOAL:

OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

OSS ANNUAL GOALS:

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.
3. Prepare annual Building Block for cost of living increases.